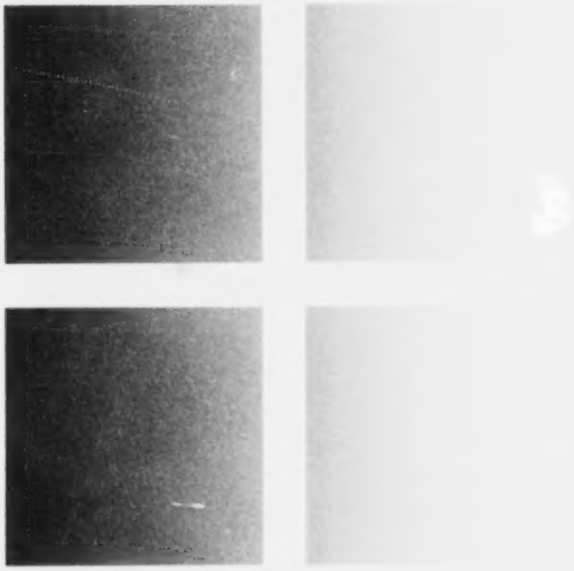
Towards Improved Accountability

GNWT Results Report • 2000-2001

Northwest
Territories

Towards Improved Accountability

GNWT Results Report • 2000-2001



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Towards Improved Accountability

Report on the Key Strategies and Achievements of the GNWT

Message from the Chairman of the Financial Management Board

Openness and accountability are cornerstones of the 14th Legislative Assembly's vision described in *Towards a Better Tomorrow*. To be truly accountable the government must consult with the public on policies and direction, it must set clear measurable goals and it must report on the results it achieved in pursuing these goals.

Since the start of its term, the government has been publishing multi-year Business Plans, Annual Estimates and Results Reports. Each year we have tried to improve the information content, the clarity and the usefulness of these accountability tools. This year we have introduced further improvements to our results reporting and I am pleased to present the Government of the Northwest Territories 2000-2001 Result Report entitled *Towards Improved Accountability*. I hope this document is both relevant and informative. We are committed to making improvements in public accountability each and every year.

Hon. Joe Handley

INTRODUCTION

Commencing with the 1996-97 fiscal year, the Government of the Northwest Territories has been using a three-year business planning process as a key element in the budget development process. In addition, departments have been producing results reports at the completion of the fiscal year, outlining the progress made on goals and strategies included in the business plans.

This results report, *Towards Improved Accountability*, for the 2000-2001 fiscal year, has been significantly modified to include government-wide measures; provide a more meaningful report to the readers; and to provide a direct link to the Government's vision document, *Towards a Better Tomorrow*.

The 14th Legislative Assembly, in early 2000, went through a visioning exercise and created a document called *Towards a Better Tomorrow* (TABT). In the document, the Legislators set out their vision for the Northwest Territories along with four major goals:

- GOAL 1
  Healthy, educated individuals making responsible personal choices for themselves and their families;
- GOAL 2
  Strong and effective Aboriginal and public governments operating co-operatively with no reduction in program and service levels as a result of implementing self-government agreements;
- GOAL 3
  A healthy and diversified economy providing employment opportunities for Northerners in all communities;
- GOAL 4
  An effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment.

The Government then, had the task of trying to achieve and measure these goals, and recommended key measures where progress could be tracked. At the same time, the departments also wrote their own goals, which represent the part they play in achieving the Legislature's goals.

The first part of this report is the explanation of the government-wide measures, and how they relate to the goals of both the Legislative Assembly and the departments. Additional statistical information related to the government-wide measures is included as an Appendix to this report.

In order to make progress toward the goals, the departments developed strategies they would take action on during the year. The strategies and their results are outlined in their individual departmental reports.

Overview To The Government-Wide Measures

In 2000, an inter-departmental committee was established to determine appropriate quantitative measures designed to reflect progress towards overall government goals identified in *Towards a Better Tomorrow*.

The tables provided in this section summarize the measures associated with the Government goals, and provide the most recent results.

In some cases, specific information used for the measure is yet to be developed, while in other cases new information sources are being utilized. If the information source is new, there may not be a large amount of historical information to accompany it. In addition, information on the Northwest Territories, after the creation of Nunavut, is only available starting in 1999, so examination of historical trends is not possible.

In the Appendix, statistical information is presented for each measure. Where possible historical information is presented, along with comparisons with Canada and other provincial and territorial jurisdictions, where data is available.

Summary of Government-Wide Measures

A summary of the most recent results of the government-wide measures are presented on the following pages. Each government-wide goal has departmental goals that support it. In each case the information presented includes the measure, the most recent reference period for the information and the direction of the change. The changes should tell the reader if conditions are getting better, worse, or staying the same. Changes in the data are described as follows:

Improvement

Indicates that the measure has improved since the last reporting period. An improvement may involve an increase such as employment rate or investment levels, or a decrease as in the case of injury-related mortality or incidents of violent crime.

Decline

indicates the measure had declining performance compared with the previous period for which the measure was available.

No change

A measure where no change was observed or mixed results are observed when more than one dimension is included.

New

Indicates a measure that is new or for which there is no historical information available and therefore cannot be assessed in terms of trends.

na

Not applicable: indicates a measure that is under development.

1.0 Goal

Healthy, educated individuals making responsible personal choices for themselves and their families.

No.	Measure	Appendix Page number	Change
1.1	Self-assessed health status	1-2	Improvement
1.2	Smoking rates	3-4	Improvement
1.3	Frequency of heavy alcohol consumption	5-6	Decline
1.4	Low birth weight babies	7-8	Decline
1.5	Motor and social development of children < 4 years of age	9-10	Improvement
1.6	Injury-related mortality	11-12	Improvement
1.7	Violent crime rate	13-14	Improvement
1.8	High school graduation rate	15-16	Decline
1.9	Highest level of schooling	17-18	Improvement
1.10	Enrolment in post-secondary education programs	19-20	Decline
1.11	Ratio of home language to mother tongue	21-22	New
1.12	Housing suitability	23-24	Improvement

The above measures have been selected as being indicative of the health status and overall well being of the Northwest Territories population. There are statistics available to report on all of these measures along with comparative statistics from other Canadian jurisdictions. The Government of the Northwest Territories

(GNWT) delivers programs directly related to these measures which impact the results shown above and elaborated on in the statistics provided in the appendix to this report. There are programs being delivered by more than one government department, which can impact any one of these measures.

Every society in North America has social programs that help citizens to become contributing members of their communities. It takes effort on many different fronts to enable people to fulfil their potential. A person's physical and mental health must be supported, their schooling must be solid, they must be able to form bonds with their families and in their communities; they must feel safe from harm, be warm and well fed, and have proper shelter.

When one of these elements breaks down, a person can be at risk. There are many efforts on many fronts directed to an individual's well being. The Department of Health and Social Services is working on Tobacco and Alcohol Intervention Strategies, Health Promotion Strategies, and a Continuing Care Strategy which will positively affect the quality of life for seniors in the NWT. Education, Culture and Employment, is developing a government-wide action plan on early childhood development.

Government can influence the choices that people make through education, promotion and healthy public policy, but the ultimate responsibility rests with the individual for personal health care and to take advantage of health and wellness opportunities.

Safety is very important to most people who live in the north. There are many factors that affect a jurisdiction's crime rate including age, education levels and the overall well being of the population. Although the measures show the rates of violent and property crimes are dropping, the NWT population is growing steadily. This means an ongoing need for crime prevention programs, youth justice services, facilities and alternative programs. The Department of Justice is committed to building community capacity and finding alternatives to the formal justice system, so that a range of options are available for dealing with crime.

One of the priorities of the Legislature is "Self-reliant individuals, families and communities, working with governments, toward improving social well-being." All government departments are contributing to this priority. For example, the Housing Corporation works to ensure that "housing is adequate, affordable and suitable". The 2000 Housing Needs Survey shows that there were 2,726 NWT households in need of some form of housing assistance, an increase of 237 from the 1996 Housing Needs Survey. Increasing the number of homes and improving the condition of existing homes will help the government in its efforts to address the other important social problems that affect our communities. Providing people with proper housing addresses their basic shelter, safety and security needs so that more effort can be directed to other social issues.

One result that the Legislature wishes to see is "people having the skills necessary to enter the workforce or to go on to higher education." We know that when people have an education, there is less need for them to go on income support as they have more choices when it comes to selecting and competing for jobs.

Success in school involves much more than the attainment of a diploma. As well as learning literacy and numeracy skills, students also need to learn social skills, build a strong sense of identity and culture, and learn the responsibilities of citizenship. The educational and training attainment of the NWT population has been rising steadily and will continue to rise. Increased participation in post-secondary learning by both youth and returning adults have been major drivers. While remaining below the Canadian rate in some areas, NWT education levels have improved steadily and consistently in the past 10 years. The percentage of people with less than grade 9 continues to decline – from 24% in 1986 to 15% in 1996 (compared to 12% in Canada).

Preservation of our cultural traditions is important to the people of the north. Measures to assess cultural health are under development, and in the meantime, the Languages Commissioner, the Prince of Wales Heritage Centre and the Department of Education, Culture and Employment are playing a part in maintaining the NWT's cultural heritage.

2.0 Goal

Strong and effective Aboriginal and public governments operating co-operatively with no reduction in program and service levels as a result of implementing self-government agreements.

No.	Measure	Appendix Page number	Change
2.1	GNWT deficits	25-26	Decline
2.2	GNWT debt load	27-28	Decline
2.3	Public debt to GNWT revenues	29-30	New
2.4	GNWT capital asset replacement rate	31	na
2.5	Distribution of revenues by level of government	33-34	New

There are many active negotiating tables where representatives of NWT aboriginal governments, the GNWT and federal government are working on self-government arrangements. Although no final self-government agreement has been concluded and implemented, progress is being made and the day when the first agreement will be implemented is only a short time away. When that day arrives it will be vital that inter-governmental fiscal relationships between the parties are in place, and that these relationships are appropriate, equitable and sustainable. In the interim, it is important that the fiscal health of the existing GNWT be maintained so that whatever government assumes program jurisdiction down the road, that government starts from a healthy fiscal position.

A key measure of a government's financial health is sustainability. At the end of the 2000-01 fiscal year the GNWT enjoyed a surplus of financial assets over financial liabilities of $116 million. These net financial assets were equal to about 15% of the year's expenses, or 7.8 weeks of operations. The GNWT's long term debt was $30 million or 3% of the GNWT revenues for that year and only 1% of NWT GDP. These measures suggest that the GNWT can maintain current programs and meet existing creditor requirements without increasing the debt burden on the economy, at least in the short term.

The GNWT deficit and GNWT debit load are declining. Historically, the GNWT has not needed to issue any long-term debt in order meet ongoing program requirements but has been able to meet these requirements, including capital investment, within its current operations. There has been the need to obtain short-term loans to meet operational requirements due to timing delays of expected transfer payments from Canada. However, these loans are always repaid during the first month of the new fiscal period and the cost to service these loans is substantially lower than the cost of serving any long-term debt. In 2000/2001, interest charges incurred on short-term loans were less than 1% of total GNWT revenues.

Flexibility pertains to the GNWT's ability to increase its financial resources. The GNWT only raised 17% of its 2000-01 revenues from its own sources. The rest of its revenues came largely through a formula financing agreement with the Federal Government. The GNWT does not have access to resource royalty revenues as the Federal Government continues to own most NWT subsurface resources. The GNWT has a federally imposed limit on its' borrowing of $300 million, and although it is currently under this limit, $300 million represents only 37% of 2000-01 expenses or 19 weeks of operations. The GNWT's flexibility is severely constrained by these factors.

The GNWT implemented a new accounting policy for tangible capital assets for the 2000/2001 fiscal period. The benefits of this new policy include:

- More accurate reporting of annual costs of operations and delivery of programs.
- Provision for better information to assess the efficiency of programs and to make informed decisions.
- Improved Stewardship of government assets with greater emphasis on asset management rather than acquisition. Assets will now need to be managed over their intended life cycle.
- Strengthening the accountability of managers through improved control of capital assets.

Data to measure the capital asset replacement rate is being developed along with an appropriate methodology to determine replacement rate. Future reports will include and report on an appropriate measure.

3.0 Goal

A healthy and diversified economy providing employment opportunities for Northerners in all communities.

No.	Measure	Appendix Page number	Change
3.1	Final domestic demand	35-36	Improvement
3.2	Personal income	37-38	No Change
3.3	Economic diversification	39-40	New
3.4	Employment diversification	41-42	New
3.5	Labour supply skills	43-44	Improvement
3.6	Overall NWT labour force activity	45-46	Improvement
3.7	Labour force activity by community type	47-48	Improvement
3.8	Labour force activity by gender and ethnic group	49-50	Improvement

Final domestic demand is another way of saying how strong the economy is. It is really measuring what people spend on good and services, and what government and business spend on their capital investments. Measure 3.2 shows that there has been an improvement in the amount of money that people can spend. There is a direct relationship between people's education level and the amount of income that they can expect to earn. Statistics from the Department of Education, Culture and Employment show that people are becoming better educated and therefore will have more personal income.

The NWT's GDP grew by 17% from 1999 to 2000, indicating that both businesses and individuals were spending money in the NWT. This is supported by increased activity in the emerging diamond industry and increases to the personal income levels of NWT residents.

The NWT labour force activity can tell us about the success of our economy in providing employment opportunities for residents of the NWT. Our employment rate has improved from 67.5% in 1999, to 69.6% in 2001. Unemployment in the NWT has declined from 13.7% in 1999 to 8.7 % in 2001. The credit for the success seen here cannot be attributed to any one item. All of the northern businesses along with communities, Territorial and federal governments have worked toward these outcomes.

The government is the largest employer in the Northwest Territories, but other sectors are catching up. Education is providing supports for youth moving from secondary education to the work force. The Adult Literacy Initiative and Student Financial Assistance are playing a part. Education, Culture and Employment are also updating the Labor Force Development Plan. Training Programs for the oil and gas industry are available through Thebacha and Aurora College Campuses. Resources, Wildlife and Economic Development (RWED) are developing marketing strategies for sectors with employment potential.

In April 2000, 3,248 people were employed in the goods producing industry in the NWT. This increased to 3,728 in April of 2001. During the same time 15,764 people were employed in the service industry in the NWT. This increased to 15,770 in 2001.

The Non-Renewable Resource Development Strategy (NRRDS) was finalized in September 2000. This is a plan of action to adequately prepare the NWT for the pressures and opportunities associated with industrial development in the North.

Investment in the NWT has been growing since 1999. Private capital investment in 1999 was 411 million, and by 2000 it climbed to 710 million.

4.0 Goal

An effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment.

No.	Measure	Appendix Page number	Change
4.1	Species listed as endangered, protected or threatened	51	na
4.2	Perception of NWT as a place to invest	52	na
4.3	Air and water quality measures	53	na
4.4	Compliance with non-renewable resource development guidelines	54	na
4.5	Private and public capital investment	55-56	Improvement
4.6	Business start-ups	57	na

The above measures have been selected as indicative of the government's success in working towards an effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment. They will show how well we have encouraged investment while striking a balance to protect our environment.

With the exception of "private and public capital investment" the other measures are currently under development. While measures are being developed, there is extensive information available on the areas addressed by some of these measures.

The Wildlife and Fisheries Division, of the Department of Resources, Wildlife and Economic Development, is responsible for the development of fisheries management plans and strategies, and they work with co-management boards and federal departments. Their purpose is to ensure the conservation and sustainable use of wildlife and fishery resources. The report NWT Species 2000 - General Status Rank of Wild Species in the NWT, breaks out animals and plants by their class – i.e. mammals, fish, amphibians, birds, reptiles and ferns and orchids, vascular plants, mosses, butterflies, lichen, and mussels. A very detailed report is available on their website.

The Environmental Protection Service (EPS) in RWED works with several federal agencies, and the Department of Health and Social Services to ensure that the release of contaminants into the air, water and land are minimised. They monitor trends to make sure that impacts from industrial and community development are not destructive. It was important to our Legislators that "environmental protection commitments and social and economic considerations are built into every resource development initiative", and EPS works towards this through their partnerships. They have released their Report on Consultations on the NWT Greenhouse Gas Strategy. In addition, for many years now RWED has been monitoring trends on air quality. The NWT Air Quality Report has many specific measures such as acid precipitation, sulphur dioxide, hydrogen sulphide, ground level ozone, and even dust. Both of these documents can be found on RWED's website and will give very good overviews on the health of our environment.

Conclusion

The GNWT does not work in isolation when trying to positively influence the economic, social, fiscal and environmental situation of the NWT. Many people, non-profit groups, private enterprises, and governmental organizations are at the table to contribute to the long-term outcomes of life in the north. The fiscal reality is that every government has to choose wisely where the best investments can be made, and track progress or regression over time to see if the investment was worthwhile. As there are only limited amounts of resources available, (from money to people to natural resources) it is important to know what works and what does not work. Measures help us to do this.

The following departmental goals are in support of the goals of the 14th Legislative Assembly, and the strategies contained in the departmental reports are the actions taken to try to influence positive outcomes on these goals as shown through the government-wide measures.

1.0 GOAL

Healthy, educated individuals making responsible personal choices for themselves and their families

Supporting Departmental Goals

Department of Education, Culture and Employment

- Healthy schools that foster student development and success
- Lifelong learning opportunities available to all community residents
- Increased income opportunities for northerners
- An integrated and comprehensive system of early childhood development programs
- Increased income opportunities for northerners

Department of Justice

- Safe, secure custody and control of offenders.
- Effective community supervision of offenders.
- Offenders receive appropriate programming support

Department of Municipal and Community Affairs

- Increased participation of Northerners in recreation and sport activities.
- Reduce death, injury and property loss from fire.

Northwest Territories Housing Corporation

- Improved housing conditions in the territory.

Department of Health and Social Services

- Improved health status of people in the NWT
- Improved social and environmental conditions for people in the NWT
- A more responsive, responsible and effective method of delivering and managing (health and social) services.

Department of Transportation

- Safer territorial transportation system in all modes

Financial Management Board Secretariat

- A public service working in an environment of constructive labour/management relations with a compensation package that supports a northern workforce.

2.0 Goal

Strong and effective Aboriginal and public governments operating co-operatively with no reduction in program and service levels as a result of implementing self-government agreements

Supporting Departmental Goals

Department of Education, Culture and Employment

- A society which reflects the culture, heritage and languages of northern peoples

Legislative Assembly

- To support the decisions of the elected members in achieving the vision, priorities, strategies and goals contained in *Towards a Better Tomorrow*
- To improve the accountability of boards and agencies through public scrutiny of annual reports;
- To consider the processes for dealing with the governance structure of future Legislative Assemblies

Financial Management Board Secretariat

- Government is organised for maximum efficiency, with optimal allocation of funds among levels of government and third parties, and effective partnerships with the private sector.

Ministry of Aboriginal Affairs

- A successful conclusion of outstanding lands, resources and self-government agreements, which will provide for continued improvement of the political, social and economic environment of the Northwest Territories.
- Lands, resources and self-government agreements are implemented in a manner that maintains an adequate level and quality of programs and services for all residents.
- Mutually beneficial working relationships with Aboriginal governments and leadership are enhanced and maintained.
- The establishment of an effective system of government, which has wide support from residents of the Northwest Territories.

Department of Municipal and Community Affairs

- Increase community government authority and responsibility related to legislative and funding arrangements
- Develop the abilities of community government councils and employees so that they can manage increasing authorities and responsibilities.
- Transfer the administration of community lands to community governments.

Northwest Territories Housing Corporation

- Improve the quality of advice, assistance and support provided to LHOs, communities and Aboriginal housing organisations.

Department of Justice

- Decreased dependence on the formal justice system and increased capacity of communities to address their own justice issues.

3.0 Goal

A healthy and diversified economy providing employment opportunities for Northerners in all communities.

Supporting Departmental Goals

Department of Finance

- The fiscal regime of the NWT supports a stable political environment and a strong economy.

Department of Public Works and Services

- Restructure fuel prices and subsidies to support government financial, economic, environmental and social objectives.

Department of Resources, Wildlife and Economic Development

- To create a diversified northern economy, built on the sustainable development of the North's natural resources, that provides long term employment opportunities for Northern residents.
- To increase/foster employment opportunities in the wage economy in communities where large-scale developments can support sustainable service, trade and goods producing industries.
- To increase/foster employment and participation in the alternative economy in communities where opportunities for wage employment are limited and/or short term.

Financial Management Board Secretariat

- A sustainable financial position with sufficient resources to achieve government goals and objectives.
- Public confidence in the prudence and integrity of government operations as demonstrated through strong internal policies and controls, competent/knowledgeable staff, appropriate financial and transactional reporting, and a responsive Access to Information System.
- Government is organised for maximum efficiency, with optimal allocation of funds among levels of government and third parties, and effective partnerships with the private sector.

Department of Health and Social Services

- Develop more responsive, responsible and effective methods of delivering and managing services

Department of Transportation

- Increased northern business and employment opportunities in the public and private transportation sectors.
- Improved Territorial transportation system

Ministry of Aboriginal Affairs

- A successful conclusion of outstanding lands, resources and self-government agreements, which will provide for continued improvement of the political, social and economic environment of the Northwest Territories.

4.0 Goal

An effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment

Supporting Departmental Goals

Department of Resources, Wildlife and Economic Development

- To create a diversified northern economy, built on the sustainable development of the North's natural resources, that provides long term employment opportunities for Northern residents.
- To increase/foster employment opportunities in the wage economy in communities where large-scale developments can support sustainable service, trade and goods producing industries.
- To create a system of natural resource management that fosters investment and sustainable economic development and ensures the protection of the natural environment
- To secure the financial and human resources necessary to ensure that natural resource management and development decisions are based on the best available economic and environmental information.
- To ensure that the harvesting and value added production of northern natural resources and other activities in the northern environment meet national and international standards for sustainable development and environmental protection

Legislative Assembly

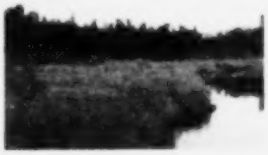
Message from the Speaker

Attached you will find the revised 2000-20001 Results Report for the Legislative Assembly of the Northwest Territories.

If you have any questions or require any clarification on the matters outlined in the report, I would be pleased to discuss them at your convenience.

Hon. Anthony (Tony) Whitford

Chairperson
Board of Management



Vision

The Legislative Assembly provides, within a framework of accepted democratic principles, an environment in which the elected representatives of the people of the Northwest Territories can effectively, efficiently and to the best of their abilities, meet the needs and aspirations of residents, while taking into consideration the demographic diversity of the Northwest Territories.

Values

In striving to achieve its vision, the Legislative Assembly will be guided by the following values:

- Quality Service Delivery: to ensure that the Legislative Assembly receives the support it requires in a competent and professional manner;
- Innovation: to meet the challenge of responding to the unique requirements of a new territory and the development of new governance structures;
- Cultural Sensitivity and Relevance: to ensure that the activities of the Legislative Assembly are carried out in a manner that reflects and responds to the cultural aspirations of northern peoples;
- Accountability and Openness: to ensure that members of the public are fully informed about the decisions of their representatives; and,
- Responsiveness: to ensure that actions and activities meet the needs of individuals and communities.

Mission

The Office of the Legislative Assembly supports the activities of the Members, both individually and collectively in their roles as legislators, as representatives of their constituents, within prescribed parliamentary functions, and in a wide array of other duties.

OPERATING ENVIRONMENT

The Legislative Assembly operates in a political environment and is subject to constant change. The department continually strives to create and maintain a streamlined and effective organization, while continuing to provide competent, professional services to Members within the policies approved by Members. The Administration met the challenges of maintaining the levels of services provided to the Assembly and, at the same time met the increasing demands of Members and their constituents for services within a climate of fiscal restraint and accountability. The Legislative Assembly continued to remain sensitive to:

- Changes in the political landscape;
- Changes in the constitutional framework and administrative structures;
- The rigors of the fiscal framework;
- Informative and effective communications with the public; and
- Advances in technology.

Adhering to Regulations and Policies

During 2000-2001 The Board of Management approved Regulations and policies that flowed from the modernization of the *Legislative Assembly and Executive Council Act*. The regulations and policies approved resulted in a flexible yet more accountable system of remuneration and services to Members. Fiscal year 2000-2001 was the first full year operating under the compensation, allowance and benefit program that had been developed prior to the 14th Assembly.

A More Complex Service Environment

In addition, 2000-2001 was the first full fiscal year of the term for the members of the 14th Assembly. The newly elected Members (9 in all) were still learning the processes, intricacies and traditions of the parliamentary environment. In addition to the fact that nearly half the Members were serving their first term, all 19 members had to learn to operate under the new Legislative Assembly and Executive Council Act, and the Regulations and policies that flow from it. Administration worked closely with Members to assist them during the learning process.

Internal political and administrative accountability structures were reviewed during the year to assess whether or not the structures were achieving their mandate with respect to the financial and human resources that had been allocated to them. This review will be an ongoing process throughout the mandate of the 14th Assembly.

Information Technology – Keeping Pace With An Evolving Workplace

As an organization that strives to regularly improve service, the Administration stayed attuned to the evolving needs of Members. The Legislative Assembly undertook a thorough audit of the work processes and information management during the year to ensure the department was accessing the full power of technology. This Information System Management Audit identified a number of significant changes and important enhancements to the way I/T resources are managed at the Legislative Assembly. A number of the recommendations were identified for implementation during the 2001-2001 fiscal year.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

To support the decisions of the elected members in achieving the vision, priorities, strategies and goals contained in *Towards a Better Tomorrow*.

1.1 Strategy

Quality service delivery through: professionalism and legislative support.

Outcomes

- Members of the Legislative Assembly receive timely, efficient and quality support in fulfilling their responsibilities representing their constituents as well as their responsibilities as members of standing committees.
- Staff adhere to the departments and government's Code of Ethics
- Staff's working relationships are linked to the department's Vision Mission, Values and Objectives

Measures and Targets

- Response time for research requests (turn around time for constituency projects)
- Turn-around time for Committee reports
- Turn-around time for processing travel and expense claims – same day if claim is received by noon and next day if received after noon.
- Monthly updates to their constituency operating budget and more frequent updates as a member's funding is running low near year end. Monthly then weekly for any members running low.
- Provide guidance to newly hired constituency assistance.
- Results from member (client) surveys.

- All performance evaluations are completed annually and personal work plans are developed that link to the department's objectives. No performance appraisal is allowed to become 3 months overdue. Review important sections of Members Handbook.

Results and Discussion

Constituency projects were tracked manually. Turn around time for these projects depend on committee research workload and the co-operation the researcher gets from other department(s).

Committee reports are completed as soon as Committee Members are satisfied with their revisions. Therefore, committee determines the turnaround time.

All travel claims were processed within the standard established with the exception of where more information was required from the Member.

Updates were provided on the constituency operating budget. The standard was met and exceeded as Members operating expense budgets were updated daily.

Each new staff person received thorough indoctrination from Human Resource Officer, Co-ordinator of Administration and later in the year a meeting with the Facilities Manager became part of the process. Members Handbook was updated regularly as regulations changed and policies were established.

Data Source

Statistics kept by Research Officers and entered into database that is maintained by Records Co-ordinator.

Statistics kept by Research Officers.

Statistics maintained manually by the Finance Manager and Finance Clerk.

Statistics kept by the Finance Manager.

Staff orientation process.

Surveys returned from members.

1.2 Strategy

Quality service delivery through: innovation and improvement.

Outcomes

- Monitor external changes in technology to ensure the department is providing the most efficient and effective quality of service.

Measures and Targets

- Improvements in security and technological support to members and staff.

Results and Discussion

All staff are cognisant of, and understand, the confidentiality of the work in the department.

Data Source

Staff personnel files.

1.3 Strategy – Training / Human Resource Development

Outcomes

- The staff of the Legislative Assembly is representative of the population it serves.
- All staff are provided opportunities to enhance their careers through a variety of professional development initiatives
- Performance appraisals are current.

Measures and Targets

- Affirmative Action statistics include number in recruiting affirmative action candidates interviewed and recruited.
- Number of training events attended
- Transfer assignments/ secondments/ education leave
- Percentage of performance appraisals completed.

Results and Discussion

The Legislative Assembly hired 9 summer students during the year. All were affirmative action students (5-indigenous aboriginal, 4-indigenous non-aboriginal).

Training included:

- 9 staff took computer training (how to use software)
- 3 staff took training in records management and access to information,
- 4 staff took training in Human Resource management,
- 3 staff took financial training,
- 2 staff took training in contract law,
- 2 staff took library advocacy training
- 2 staff attended a conference facilitated by the Legislative Recording and Broadcasting Association.
- 2 staff attended a conference on Hansard.

There were no transfer assignments, transfers or staff applying for education leave. 81% of the performance appraisals were completed.

Data Source

Manual records maintained by the Human Resource Officer.

2.0 Goal

To enhance public access to and participation in the business of the legislature.

2.1 Strategy – Community Awareness

Outcomes

- Members of the community are knowledgeable about their Legislative Assembly.

- The Great Hall is familiar and a respectful gathering place.
- Members of the other jurisdictions are made aware of the culture and system of government in the Northwest Territories.
- Number of meetings Standing Committees hold in communities.
- Number of events the Speaker attends in a formal capacity.
- Increased number of residents watching Legislative Assembly TV coverage.

Measures and Targets

- Number of tours (formal and informal)
- Number of tourists signing both the Speaker's guest book and the Tourist guest book.
- Number of requests for information.
- Number of hits on the department's Web page.
- Variety of comments made to the department's web page.
- Number of school visits.
- Number of external events scheduled in Great Hall (e.g., weddings, services, presentation, celebrations)

Results and Discussion

Nearly 5000 visitors came to visit the Legislative Assembly during the fiscal year. Of this total approximately 1000 visitors were on a special/pre-booked grouped tours.

Close to 2500 people signed the tourist guest book over the course of the year while the Speaker average 10 'Special' visitors per month.

The Public Affairs section receives requests for information a dozen times per month. These include phone, fax, email and mail requests.

The website averages more than 450 'visitors' per day. The average number of 'hits' per month is over 8000. The most popular documents are the Hansard legislation pages.

Comments are universally positive. The website has been recognized for its excellence.

Statistics of the number of school visits is not available. 45 events were held in the Great Hall during the year (3 weddings, 19 awards/presentations, 3 AGM's and 20 miscellaneous other events).

Data Source

Public Relations Officer maintains a record of the number of formal tours during the year as well as the number of people in each tour. A method for determining the informal tours provided is being developed.

Speaker's Executive Secretary maintains a record of the number of formal tours the Speaker conducts and maintains a record of the tourists by ensuring they all sign the Speaker's guest book.

Manual records maintained by Public Affairs Officer.

Information provided by PWS who track hits to the website.

Formal statistics were not kept.

Manual records maintained by the Facilities Manager for the department.

2.2 Strategy – Cultural Values

Outcomes

- The values and traditions of all NWT cultures are respected and promoted
- Providing session in aboriginal languages on APTN.
- Review of the *Official Languages Act* is an open process with input from the community at large.

Measures and Targets

- Artefacts and art works present in the facility, cultural events held and promoted.
- Number of hours session is provided in aboriginal languages.
- Changes to the *Official Languages Act* are consistent with the intent expressed by members, the aboriginal Governments and the general public

Results and Discussion

The Board of Management approved that a cultural enhancement program be developed in the Legislative Assembly in its 2002/2003 Business Plan. This program will be ongoing and will be having funding identified each fiscal year in the department's Main Estimates.

During fiscal year 2000-2001 the House sat for 41 days. This resulted in approximately 100 hours of sessional broadcasts on APTN in French and aboriginal languages. French broadcasts average approximately 10% of the total rebroadcast hours.

Terms of Reference for the Special Committee for the Review of the Official Languages Act was read in the House on March 7, 2001 during the Winter session of the Legislature.

Data Source

Legislative Assembly's 2002/2003 Business Plan as well as direction from the Board of Management, August 22, 2001.

Manual information maintained by the Deputy Clerk.

March 7, 2001 Hansard.

2.3 Strategy – External Assistance/Public Relations

Outcomes

- NWT residents and other Canadians are familiar with the work of the Legislative Assembly
- Interactive Web page.

Measures and Targets

- Copies of *Towards a Better Tomorrow* distributed and followed by presentations.
- Requests for information

Results and Discussion

Of the 30,000 copies initially printed, only 7,800 copies remain. A handful of 'formal' presentations followed, although most presentations occurred at constituency meetings.

The website averages more than 450 'visitors' per day. The average number of 'hits' per month is over 8000. Comments are universally positive. The website has been recognized for its excellence.

Data Source

The Public Affairs Officer maintained manual statistics of the number of copies that were distributed.

Statistics kept by the Department of Public Works and Services.

2.4 Strategy – Public Access

Enhancement of public access to and involvement in legislative and budget process

Outcomes

- Members of the public understand the legislative process and know how to provide input.
- Hansard available to all residents either in hard copy or on the Web.

Measures and Targets

- Public communications about process
- Number of inquiries
- Number of responses to invitations for input and number of witnesses making presentations.
- Public participation at Standing Committee Legislative reviews
- Copy of edited version of Hansard sent to all schools in the Northwest Territories.

Results and Discussion

The Public Affairs Officer advertises all public meetings of the standing and special committees of the Legislative Assembly. Also, sessional sitting days are always advertised.

The Public Affairs section receives requests for information a dozen times per month by phone, fax, email and regular mail.

Database for number of witnesses making presentations is under development.

Committee Clerk will record the number of citizens who attend meetings of the standing committees. A database for this information is being developed in order to determine a standard.

Data Source

Manual records maintained by the Public Affairs Officer.

The Public Affairs Officer records this information.

The Clerk of each standing and special committee will be recording this information.

The Co-ordinator of Administration is responsible for maintaining the mailing list of the individual/organization that receives a copy of the edited Hansard.

3.0 Goal

To improve the accountability of boards and agencies through public scrutiny of annual reports.

3.1 Strategy – Improved Accountability

Outcomes

- Government makes measurable progress towards achieving established priorities.
- AOC reports on Boards and Agencies includes comments on more than financial information.

Measures and Targets

- Results measures for outcomes developed, approved and published.
- Committees report on the number of Boards and Agencies annual reports they reviewed.

Results and Discussion

Progress on this goal was hampered by other priorities as determined by the Committees themselves.

Reviews of the specific agencies, board, and agencies did not occur during 2000-2001 as the committees had other priorities.

Data Source

Committee reports that are tabled in the Legislative Assembly. The Legislative Librarian will keep these reports as Tabled Documents

Records maintained by Committee Clerks of the Legislative Assembly.

4.0 Goal

To provide an educational experience for youth through the holding of a Youth Parliament.

4.1 Strategy – Community Awareness

Through involvement with youth and the contribution of Pages

Measures and Targets

- Number of Pages trained and used through the year with details of their home community and the school/association they represent.
- Report on the Youth Parliament is tabled.

Results and Discussion

57 students were trained and used during 2000-2001 as pages. 45 were from recruited from the Yellowknife schools; 3 came from Hay River North, 2 from Hay River (Hay River North constituency); 2 from the Hay River Reserve (Deh Cho constituency); 4 came from Dettah (Weledeh constituency) and 3 came from Wrigley (Nahendeh constituency).

18 youth were involved in the Youth Parliament in January 2001. They represented 18 of the 19 constituencies of the NWT. The Report on the Youth Parliament was prepared by the Public Affairs Officer and was to be tabled during the June session of the Legislative Assembly. It was not tabled in June but will be tabled during the Winter session in February 2002.

Data Source

Personnel information (compensation) maintained by the Human Resource Planning Officer. The Public Affairs Officer writes the Report on the Youth Parliament and the Legislative Librarian maintains copies of the tabled documents.

Executive

Message from the Minister

It gives me great pleasure to introduce the business of the Executive Offices. They are responsible for the coordination and leadership that is necessary for achieving government goals and addressing critical issues. This is done through a number of interrelated functions:

- providing support as well as policy and legislative advice to myself, as Premier, to the Cabinet and to the Ministers' Offices.
- coordinating the GNWT's relations with other governments, representing the interests of the Northwest Territories at national and international forums.
- communicating the agenda, goals, strategies and initiatives of the GNWT within government and to the public.
- developing and monitoring the government's recruitment policy, Affirmative Action Policy, and other government-wide human resource policies.
- providing financial, administrative, and human resource services to other government departments, boards and agencies, including the Commissioner's Office, the Financial Management Board Secretariat, the Ministry of Aboriginal Affairs, the Public Utilities Board and the Women's Advisory Program.

Through the period 2000/2001 the Executive Offices not only ably provided these core functions, but was heavily involved in a number of important initiatives, or strategies, that helped further the political, social and economic development of the Northwest Territories. These strategies are described and reported in the following pages.

Hon. Stephen Kakfwi

Vision

Our vision is to contribute to governance within the Northwest Territories by providing superior service to Cabinet, sound advice to departments and innovative, results-oriented leadership within the territorial public service.

The principles governing our actions and proposed changes are those set forth in the Government of the Northwest Territories' Business Plan, as well as the Executive Office's own Cabinet-approved principles.

Our principles are:

- Government legislation, policies, programs and services should be consistent with overall Cabinet priorities.
- The advice provided to Executive Council and its Committees should be objective and timely, with a government-wide perspective.
- NWT residents should be fully informed of the public business of government.
- NWT residents deserve demonstrable accountability for the conduct of government.
- A strong, effective and motivated territorial public service should be valued.
- Applicants for public service employment should be treated fairly and equitably.
- The Executive Offices should strive to nurture positive, effective relationships with departments, with regions, other governments and non-government organizations.
- The interests and aspirations of the residents of the NWT should be reflected in the Government of the Northwest Territories' participation in intergovernmental activities.

Mission

The mission of the Executive Offices is to provide overall management and direction to government as a whole so acceptable results can be achieved by the government and its partners.

OPERATING ENVIRONMENT

The Members of the 14th Legislative Assembly have provided new political direction and vision for the NWT. A key part of this has been the development of a clear sense of identity for the Territories and nurturing a sense of unity for all NWT residents through shared goals and values. As such, one of the key themes that the government continues to emphasize is partnership – with Aboriginal and other governments, residents, industry, business and other stakeholders.

The establishment of partnerships with Aboriginal and other governments is critical in order to deal with resource issues, devolution and capacity building. The Executive Offices have taken a lead role in forging and promoting these partnerships, in large part through the co-ordination of GNWT participation in the Intergovernmental Forum.

The potential for non-renewable resource development within the NWT is tremendous. Nationally and internationally, northern diamonds, oil and gas are garnering considerable attention. The challenge for the GNWT, and all our northern partners, is to ensure that: (a) northerners can take maximum advantage of the benefits associated with this development, (b) there is shared northern control over northern resources, (c) development takes place in a balanced and environmentally sensitive manner, and (d) development with the resulting benefits, are sustainable. The Offices have taken a co-ordinating role in the development of the Non-Renewable Resource Development Strategy, which plans to address these challenges.

Political development continued to move ahead. Significant progress has been made in the advancement of Aboriginal rights negotiations, including self government – progress continued at a number of negotiating tables including the Dogrib, Gwich'in/Inuvialuit, Sahtu Dene and Metis of Deline, etc.

The GNWT faces several organizational challenges as it positions itself to play an effective role in the continuing development of the Northwest Territories. Regional offices are key for the delivery of programs and services and are impacted by self-government discussions. The Offices undertook a review of the current administrative approach at the regional level, in order to ensure the continued development of an effective working relationship between regional and headquarters operations, elected leaders Aboriginal governments and the public.

Clearly, the Northwest Territories is facing times of tremendous change and opportunities. To maximize this, it is critical that the GNWT develop, nurture and recognize the importance of the partnerships we have. The Executive Offices have played and will continue to play a key role in ensuring that this happens.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

As the Executive Offices play a key co-ordinating role throughout the business of government, the goals of the Offices are in fact, the four goals of *Towards a Better Tomorrow*. These goals are supported by the strategies. Each strategy does not flow from or support a particular goals , but rather, they blend together to support all the goals.

1.1 Strategy

Articulate, disseminate and co-ordinate the implementation of the government's agenda.

Outcome and Measure

- Better informed public
- Better informed public service
- Improved corporate communications
- Improved corporate image of the Executive Offices

Result and Discussion

The vision and priorities of the 14th Assembly were released to the public of the NWT through the publication of *Towards a Better Tomorrow*. It was widely distributed; delivered to each home and posted on the Web.

There was a continued focus on the inter-departmental Communications Working Group.

We moved forward in implementing elements of a government-wide communications protocol, including development of the Emergency Communications Protocol as an integral element of the NWT Emergency Plan. Also, the entire GNWT website was overhauled, re-designed and rolled out. Terms of reference for a GNWT Visual Identity study were initiated.

Data Source

Executive Offices

1.2 Strategy

Support a collaborative intergovernmental approach to political and economic development in, and for, the NWT.

Outcome and Measure

- Improved "G-3" relations – between the federal government, territorial government and Aboriginal governments
- Strengthened "G-2" relations – between the territorial government and Aboriginal governments
- Progress on northern benefits from non-renewable resource development
- Progress on electoral boundaries
- Shaping the federal agenda

Results and Discussion

The Intergovernmental Forum was established in partnership with the federal and Aboriginal governments. Formal discussions began on a process for negotiating devolution and resource revenue sharing. There was cooperation in addressing economic development and capacity building issues.

A political accord with Akaitcho Dene First Nation was signed, forging an understanding between the two parties as the talks with Canada on land, resources and self-government proceed.

The Non-Renewable Resource Strategy for the NWT was completed and conveyed to the federal Minister of Finance.

Regarding progress on electoral boundaries, the Offices provided support and advice in the establishment of a terms of reference for the Special Committee on the Implementation of Self-Government and the Sunset Clause.

The Offices co-ordinated an approach to making the case for a Canadian natural gas pipeline.

Data Source

Executive Offices

1.3 Strategy

Support a collaborative approach to effective and efficient program delivery and capacity building.

Outcome and Measures

- Responsive regional program delivery
- NWT non-government organizations have access to GNWT human resource materials to strengthen their capabilities
- Encouraging healthy choices and influencing government policy-making

Results and Discussion

Regional senior managers meetings held in order to discuss and act upon issues arising in each region; more review and consultation required prior to implementation of a plan for regional reorganization.

Invitations were extended to NGOs to attend workshops on human resource issues and for student employment sessions. The National Round Table on the Economy and Environment Task Force's report identified capacity building as a central priority.

Data Source

Executive Offices

1.4 Strategy

Strengthen the Public Service

Outcome and Measure

- **Better informed regional staff**
- **Enhanced employment equity in the public service**
- **Improved human resource planning**
- **Increased emphasis on management development**
- **Improved corporate communications**
- **Improved regional access to the Employee and Family Assistance Program (EFAP)**

Result and Discussion

Visits were made to all regional offices to discuss and focus regional issues and plans for reorganization. A major human resource management review was completed, with recommendations for change over a wide range of human resource management issues. The recommendations include enhanced employment equity measures and improved management development through the use of management competency models.

Continued production of the *Bear Facts* newsletter, which continues to play an important role in informing GNWT staff.

Access to EFAP has been improved by provision of a wider range of assistance to all communities.

Data Source

Executive Offices

Financial Management Board Secretariat

Message from the Chairman

I am pleased to present the Financial Management Board Secretariat's contribution to the publication *Towards Improved Accountability*. This report outlines the key results achieved by the Secretariat during the 2000-01 fiscal year.

This report, like those from the other departments, is an essential part of the government's overall commitment to a more open relationship with the public. It highlights the work we have accomplished through the building and fostering of relationships with our many stakeholders. It celebrates the accomplishments of the dedicated and professional men and women who work in the Financial Management Board Secretariat.

I am very proud of the many results that have been achieved. This proves to the many stakeholders we work with, and the public we serve, that we are committed to responsible spending, innovation, transparency and achievement of results.

Hon. Joseph L. Handley

Financial Management Board Secretariat

Vision

The human, financial and information resources of the Government of the Northwest Territories are acquired and utilized efficiently, effectively and economically with integrity, and prudence, to achieve, communicate and report the government's goals and results.

Mission

The Financial Management Board Secretariat, together with departments, and under the direction of the Financial Management Board, is jointly responsible for achieving acceptable results in the following areas that support the government wide mission:

- sustainability of Government's financial position;
- effective development and dissemination of departmental multi-year business plans and annual budgets; demonstrable linkages between resource allocation and government goals and priorities.
- degree to which government goals and priorities are achieved;
- public satisfaction with government accountability and integrity;
- economy of acquisition of resources (human, information, goods and services);
- organizational and operational efficiency and productivity;
- labour/management relations;
- effective, efficient, and economical information and processing systems; and
- provide support for Cabinet and Financial Management Board decision making.

OPERATING ENVIRONMENT

Fiscal and Economic Conditions

NWT demographics and socioeconomic conditions have been generating ever-increasing demands on government programs. When coupled with federal funding reductions and the GNWT's limited access to new or increased revenue sources, the achievement of balanced budgets has become more difficult.

The Formula Financing Agreement with Canada contributes over seventy percent of the GNWT's annual revenues. Growth in the Formula Financing Agreement revenues is not keeping pace with spending pressures. This is at a time when organized labour is demanding higher wage settlements, social costs are continuing to escalate and nonrenewable resource development in the NWT is in a large upswing which places large investment and management pressures on the GNWT. Unfortunately, the GNWT still lacks authority over this nonrenewable resource development and, in the absence of a resource revenue sharing agreement, realizes very little revenue benefit. Cutbacks over the last decade in investment in public infrastructure in the NWT have also created a backlog of urgent repair and replacement projects.

Budget balancing options have become more limited as many opportunities to reduce input costs and achieve greater operational efficiency have already been implemented.

Public sector management has become more complex as governments strive to meet increasing expectations with fewer dollars. Conditions have changed rapidly and public sector managers have had to adapt while adhering to best practices. Recent trends to partnership arrangements, delegation, client focused "one-window" service access, e-commerce, and operational streamlining constantly have required re-evaluation of how business is conducted and the role of the government.

To deal with the growing gap between expenditure needs and revenue capacity, the government has been challenged to secure sources of increased revenues, facilitate fundamental improvement in economic conditions, and find innovative ways to lever government funds.

A Time of Change

The NWT has continued to be a dynamic political environment with claims and self-government negotiations, devolution and resource revenue sharing discussions, and new federal/provincial/territorial accords requiring the development of new and innovative governance models, power sharing arrangements, and management and administrative models. This has had affects on all levels of government at the federal, territorial, aboriginal and community level. This dramatic political change coupled with an evolution in government service delivery (e.g. privatization, new public/private sector partnerships) creates opportunities but also uncertainty for the public and for public servants. This has required an increase in the need for more communication and consultation.

Labour Environment

The Canadian economy is still robust and is creating new jobs at a rate that has lowered the national unemployment rate to levels not seen in many years. In addition, labour shortages in many skilled occupational groups have created fierce competition among employers. To achieve its objectives the government needs a competent and productive public service. The government has had a high turnover rate. Combined with a limited northern labour market for specialized/technical skills, this has created difficulties in the recruitment and retention of public service employees.

This is coupled with a public service across Canada that is trying to recover some of the compensation ground perceived lost in the past decade. The result is upward pressure on compensation settlements and recruitment and retention difficulties in a number of key occupational groups where the GNWT is still heavily dependent on imported labour. Addressing these market shortages is difficult, as pay and benefit structures must conform to the Canadian Human Rights Act Equal Pay provisions that restrict employers in differentiating pay based on the market demand for various occupations.

Information Technology

There are still rapid advances being made in information and communications technology throughout the developed world. However, the NWT still lags behind in acquiring access to this technology due to its heavy reliance on satellite based communication, its lack of land communication lines and its relatively small population which make private investment in major upgrades uneconomic. Computer access and literacy of the population is growing but is behind the more industrialized provinces. Appropriate training for employees and the public has been and will be necessary for effective use of emerging technologies. Recent reviews commissioned by the GNWT suggest that the current "data over satellite" technology being utilized by the GNWT for its Digital Communications Network is the only real option at the present time to link all NWT communities.

Accountability

Throughout the world, there is an increasing demand for government to be accountable to the public for results. Public expectations concerning probity and accountability continue to rise with attendant demands for more transparency, disclosure and rules designed to protect the public interest.

The *Access to Information Act* requirements are driving investment in records management and research. Accountability expectations mean more consultation, clearer plans with specific goals and objectives, and public results reporting on accomplishments.

Accountability demands also extend to how government does business with respect to such things as competitive tendering, preference policies, adherence to trade agreements, debriefing of unsuccessful bidders, public appeal processes, and much more. People want to know the cost of delivery of government programs and services, and they want assurance of prudence and integrity in the allocation of government resources. But more and more, people also want to be assured that the investment of public money has resulted in measurable impacts.

The challenge for government has been to set clear objectives, to monitor results, and to communicate this information to the public in a way that is understandable and meaningful.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

A sustainable financial position with sufficient resources to achieve government goals and objectives.

1.1 Strategy

Non-Renewable Resource Development Strategy - The key elements of the strategy are: to create the right environment for environmentally responsible development of NWT non-renewable resources; to develop the capacity to manage that development; and to maximize the benefits of development to NWT residents.

The GNWT will adopt a fiscal strategy which will maintain program and service levels as well as provide for the investment in priorities and strategies to position the GNWT to take advantage of future opportunities, provided by non-renewable resource development, in a fiscally responsible manner.

Outcomes

- Revenues are sufficient to address current expenditure levels and forced growth.
- Funding is allocated to address strategic investments.
- Controlled deficit.

Measures

- Operating surplus or deficit.
- Total debt.
- Proportion of budget allocated to strategic investments.
- Growth or reduction in program funding.

Target/Standard

- Reasonable public satisfaction with overall government performance.
- Authorized borrowing limit not exceeded.

Result and Discussion

Revenue increased beyond projections due to settlement of dispute on calculation of the formula funding agreement with Canada.

Over $9 million dollars allocated to critical investments and new initiatives.

2000-01 operations resulted in surplus whereas a small deficit had been projected.

Total debt level within statutory limits.

The GNWT has adopted a fiscal policy allowing for the continuation of current programs and services; investment in new initiatives to address approved strategies and priorities; and maintain debt at a manageable level that can be recovered from future revenue growth from resource development.

Data Source

Budgeting and Evaluation files.

1.2 Strategy

Self-government – Aboriginal groups are negotiating self-government agreements with Canada and the GNWT. Because of the significant financial implications of implementing as many as eight self government agreements across the NWT, it is critical that agreements be properly costed and implementation arrangements negotiated that provide for the all northern government be adequately resourced to be able to effectively deliver the program and services they are responsible for.

Outcomes

- Financial ability to support self-government agreements

Measures

- Self government agreements negotiated that provide for adequate resource levels so that northerners continue to receive programs and services at the appropriate level.

Target/Standard

- GNWT does not bear any incremental costs for implementation of self-government agreements

Result and Discussion

To date, no self-government agreements have been finalized. In the case of the Dogrib Agreement, Canada has agreed to pay 100% of the incremental costs, but there is disagreement amongst governments over the extent of the costs. Agreement is made more challenging because of provisions in the Dogrib Agreement which do not contemplate the full exercise of several of their jurisdictions for a minimum of 10 years.

Data Source

Directorate files.

1.3 Strategy

Collective Agreements - Unionized employee salary, benefits and hours of work are contained in collective agreements which must be negotiated on a regular basis with the Union of Northern Workers and the NWT Teachers' Association. It is the responsibility of the Financial Management Board Secretariat to ensure that negotiations are consistent with the goals of the Government and that the collective agreements support Government objectives such as Affirmative Action and Maximizing Northern Employment.

Outcomes

- Wage stability within affordable bounds. When negotiating changes to the collective agreements the GNWT must ensure that increases are consistent with the goals of the GNWT, meet legal requirements, are within the GNWT's ability to pay and are consistent with economic conditions in the NWT. In addition the collective agreements should provide for compensation which allows it to remain competitive in the recruitment and retention of its employees.

Measures

- Collective agreements negotiated acceptable to both parties. Once an agreement is reached by the negotiating teams there is a ratification process. In the case of the Unions this involves allowing the membership to vote on the new collective agreement. In the case of the GNWT this requires that the Financial Management Board review the new collective agreement to determine if it is in keeping with the mandate that was provided to the negotiating team. The last collective agreements with the Union of Northern Workers and the NWT Teachers' Association were ratified and fully endorsed by the Union and GNWT bargaining teams.

Target/Standard

- Wage and benefit growth rates lesser of inflation and revenue growth rate since 1999. As mentioned above, it is important that collective agreements be achieved that are fiscally responsible.

Result and Discussion

The current collective agreements included wage and benefit increases that were in line with those in other jurisdictions and that were reasonable given the economic conditions in the NWT. In addition, recent compensation surveys, conducted by the GNWT and other jurisdictions, indicate that GNWT employee compensation remains competitive for the majority of job categories.

Data Source

GNWT Statistics Bureau

1.4 Strategy – Equal Pay

The GNWT is currently in litigation over a human rights complaint filed by the Public Service Alliance of Canada on behalf of the members of the Union of Northern Workers.

Outcomes

- A fair and affordable resolution to Equal Pay. The FMBS continues to explore and pursue the most cost effective approach possible in dealing with the equal pay complaint. This includes ensuring the best position is taken in litigation and considering reasonable approaches to settling the matter.

Measures

- A fair and affordable resolution to the equal pay compliant that is acceptable to both parties

Target/Standard

- Cost does not exceed accrued liability.
- Completion of tribunal hearing or negotiated resolution by 2005

Result and Discussion

Resolution of the complaint continues to be pursued.

The best case possible is being presented at Tribunal. The hearings continue with the PSAC still presenting its case.

Settlement sign off achieved with 87% of those persons contacted. One of the avenues pursued in this matter has been entering into settlements with the individual employees and former employees on whose behalf the original complaint was filed. This strategy has been very successful and has greatly reduced the GNWT's liability in litigation.

Data Source

Labour Relations and Compensation files

1.5 Strategy

Support Diamond Value Added Sector (New) – The GNWT is assisting in the development of a secondary diamond industry through financial support to cutting and polishing factories. Support is provided through loan guarantees to enable companies to acquire necessary working capital.

Outcomes

- Value-added diamond manufacturers establish successful businesses

Measures

- Company viability.
- Guarantee level in relation to benefits to NWT economy.
- Number of jobs created by those businesses

Target/Standard

- No guarantees are activated.

Result and Discussion

FMBS has continued to monitor the diamond manufacturers.

No guarantees have been activated.

FMBS continues to work with the manufacturers to assist them in overcoming problems encountered in the start-up period.

Approximately 100 jobs have been created in the diamond cutting and polishing factories.

Data Source

Budgeting and Evaluation files.

2.0 Goal

An effective, comprehensive and integrated government-wide business planning approach in place.

2.1 Strategy – Business Planning

The FMBS co-ordinates the yearly business planning exercise with the departments. The intent is to have a clear, consistent and understandable document that reflects the priorities of the 14th Legislative Assembly, to assist them in making resource decisions.

Outcomes

- Government wide and consistent departmental business planning processes are in place and utilised

Measure

- Business Plans are updated and published annually.
- Departments report to the Standing Committees and the public on the business plan.

Target/Standard

- Draft business plans are circulated to Standing Committees a minimum of 2 weeks prior to the schedules start of Standing Committee Reviews
- Business plans complete and ready for tabling with Main Estimates.
- Results Reports complete and transmitted to Committees within three months after fiscal year end.

Result and Discussion

2000-2003 Business Plans were forwarded to Standing Committee more than two weeks prior to scheduled reviews.

Integration of; the government wide-business plans, information collected on the government wide measures, Informatics and Human Resource Plans, the prior years Results Reports and alignment to the priorities of the 14th Legislative Assembly has lead to a more comprehensive and relevant Business Planning approach for government.

Final printed Business Plans tabled with the Main Estimates.

GNWT wide reporting on results has been delayed due to additional budget obligations at the end of the fiscal year. Since 2000 the reports have been bound and circulated and then posted on to the web. Revisions to the content of the reports are pending.

Data Source

Budgeting and Evaluation files.

2.2 Strategy – Business Plans – Informatics

The development of consistent IT plans that support GNWT strategies and goals and provide decision-makers with adequate information for evaluation.

Outcome and Measure

This strategy is to ensure that all GNWT departments prepare comprehensive IT plans that:

- Support the goals of the department as set out in the business plan
- Support the goals of the Knowledge Management Strategy
- Conform to all GNWT standards
- Demonstrate value for money through increased efficiencies or effectiveness
- Are consistent in presentation to enable cross-departmental analysis

Target/Standard

- GNWT Knowledge Management Strategy to be developed by December 2000 and resultant IT planning process to be integrated into the Business Planning process.
- Departments to submit IT/Business plans for consolidation by the FMBS and consideration by IPC prior to their submission to the Standing Committee. The FMBS and IPC will ensure that IT/business linkages exist and that corporate IT needs are adequately addressed and potential synergies realized.
- Concerns raised by the IPC or the Standing Committee will be addressed and included in the IT planning guidelines.

Result and Discussion

Knowledge Management Strategy was completed and in draft form by December 2000. The Financial Management Board approved the document on June 25th 2001.

Departmental IT plans were submitted for IPC consideration. Plans were vetted for appropriate linkages to business plans and opportunities for collaboration and cost-savings.

IT planning guidelines that address IPC and Standing Committee concerns were partially implemented in 2001-02. Completion of the IT planning guidelines will occur in time for the 2002-03 Business Planning process.

Data Source

Knowledge Management Strategy document.

Departmental Business and IT plans.

2.3 Strategy – Accounting

Policies are developed in response to PSAAB changes to the handbook, regarding tangible capital assets.

Outcome and Measure

- GNWT business planning meets PSAAB requirements

Measures

- Degree of compliance with PSAAB

Target/Standard

- Full compliance with tangible capital asset requirements by March 31, 2001.

Result and Discussion

2000/2001 Main Estimates developed under new tangible capital asset accounting policy.

Additional Notes:

All departments had completed the tangible capital asset inventories and amortization estimates. The Office of the Auditor General reviewed inventory listings used for the Public Accounts.

Tangible capital asset (TCA) accounting was introduced with the 2000-2001 Main Estimates.

The TCA accounting and tracking system was not fully implemented and operational as of March 31, 2001. The system is now in production with all assets as of March 31, 2001 listed and new purchases, write-downs, write-offs, etc. have been recorded for the first quarter of the 2001-02 fiscal year. The system inventories will be current as of February 2002.

Financial Administration Manual Directives for Tangible Capital Assets accounting have been posted to the FMBS website.

The asset tracking system will also be used for controllable assets (assets under $50,000) and utility tracking by major assets in 2001-02.

Data Source

Office of the Auditor General working papers for 2001 asset inventories.

TCA Tracking and Accounting System

3.0 Goal

An accurate, informative, and accepted results measurement and reporting regime is in place.

3.1 Strategy – Government-Wide Reporting

Most governments across North America and Europe have moved to government-wide reporting in an effort to show results for the human resources and financial outlays used in the delivery of programs and services. Government-wide reporting has been taking place for a number of years in the GNWT through the publication of the Departmental Results Reports, and more recently the selection and tracking of the government-wide measures that preface this report.

Outcomes

- A corporate culture that values and utilizes effective results reporting.
- Regular publication of evaluation and Results Reports by departments.

Measures

- Number of departments with performance measurement (P.M.) systems.
- Attendance at training sessions.
- Client satisfaction with FMBS services

Target/Standard

- Every department has an integrated P.M. system by March 31, 2002.
- 90% of mangers have received training in P.M. techniques by March 31, 2001.
- 80% satisfaction with FMBS services on annual customer satisfaction with FMBS services on annual customer satisfaction survey.

Result and Discussion

The degree of integration, of the Performance Management system, is not consistent across departments; however, every department has a system in place and has been using the system to track their measures. Where National standards or accreditation requirements dictate (e.g. hospitals and highways), departments are adhering to those standards.

To date 47 Senior Managers, (Assistant Directors and above) 47 managers and 15 program staff have received training in Performance Measurement. The workshop will be offered again closer to fiscal year-end, to target those who have not yet received training.

The FMBS customer survey is under development to be applicable to the entire department and to make the process electronic to ensure a higher and faster rate of response.

The FMBS is working toward the acceptance of an accurate and informative results measurement and reporting scheme for the GNWT. The current system of measurement has been adopted by the departments, who are also receiving valuable information from their southern counterparts.

The reporting of the government's results has moved away from an internal document toward accountability to the general public.

Data Source

Budgeting and Evaluation files.

3.2 Strategy – Performance Measurement Training

As every department will be reporting on results, a core body of staff is needed to help their departments develop and collect measures. The FMBS has been training departmental and regional staff in this area.

Outcomes

- Effective program design and evaluation methods and approaches are understood and applied by government departments and agencies, communities, and other non-government organizations.

Measures

- Client satisfaction.
- Attendance at training sessions.

Target/Standard

- 80% satisfaction with FMBS services on annual customer satisfaction survey.
- 90% GNWT mangers have had training by March 31, 2001.

Result and Discussion

To date 47 Senior Managers, (Assistant Directors and above) 47 managers and 15 program staff have received training in performance measurement. The workshop will be offered again closer to year-end, to target those who have not yet received training.

The customer satisfaction survey is under development, to be applicable to the entire department and not just the Budgeting and Evaluation division.

Data Source

Budgeting and Evaluation files; Workshop tracking sheets.

3.3 Strategy – Third Party Accountability

Millions of dollars are spent every year in contracts and contribution agreements with organizations that carry out work on behalf of the government. The government wants to ensure the money is spent wisely and reporting is consistent. A policy framework is being drafted.

Outcomes

- Third parties receiving funds from the GNWT are held accountable for the money they receive and the services they provide.
- GNWT is held accountable for the disbursement of funds to third party organizations.

Measures

- Consistent and regular reporting from third party organizations.
- Regular feedback and consistent monitoring by GNWT to third parties.

Target/Standard

Each department will have effective accountability mechanisms in place with their third parties by 2002.

Result and Discussion

Elements of a framework have been developed by the MacLeod Institute and have been presented to the Deputy Ministers Steering Committee. From this a more comprehensive policy has been drafted and will be presented to the steering committee in the winter 2002. The level of accountability for third parties has been developed on a grid along with consideration for financial risk and the Legislature's priorities. From the basic framework (which will be held constant across the government), the Departments will be tailoring their internal policies to be specific to the agencies they work closely with. As soon as the Deputy Ministers give their approval, the proposed framework will be circulated to the third parties for comments and suggestions.

Data Source

Budgeting and Evaluation files.

3.4 Strategy – Publish Results Measurement Materials

The FMBS will initiate and maintain a standard system for Performance Measurement across the GNWT. This will include: (a) the development and publication of government-wide measures and annual results (accountability) reports on how well the government has performed in achieving the goals included in the government-wide and departmental business plans; and (b) providing guidance and assistance to departments to ensure a standard methodology in reporting results.

Outcomes

- A corporate culture that values and utilizes effective results reporting.
- Regular publication of evaluation and results reports by departments

Measures

- Client satisfaction
- Attendance at training sessions

Target/Standard

- 90% of mangers have received training in P.M. techniques by March 31, 2001.
- 80% satisfaction with FMBS services on annual customer satisfaction with FMBS services on annual customer satisfaction survey.

Result and Discussion

A government-wide business plan has been published along with a selection of government-wide measures, which are to serve as a "snapshot" on the state of affairs of the NWT. These measures will serve as indicators of progress over the years, by showing changes in key areas.

The GNWT has moved to adopt a more comprehensive three year business planning process, which has been effective in pushing the planning horizon further ahead and maintains the continuity of key strategies from year to year.

The FMBS Guide to Performance Measurement has been published and circulated all over Canada along with the Working Well with Evaluation Consultants. Both are now available on the web. There has been a heavy demand for these documents and the FMBS has gone into second printing.

Results Reports from 1998 onwards have been published and are available on the FMBS website. The content of the reports has been examined in view of the efforts of other jurisdictions and recommendations for the potential scope and audience of the reports are pending. A more fully integrated and comprehensive report will allow Senior Managers to utilize the documents for planning and program assessment.

Please refer to Strategy 3.1 for breakdown of training statistics.

Data Source

Budgeting and Evaluation files.

4.0 Goal

Public confidence in the prudence and integrity of government operations as demonstrated through strong internal policies and controls, competent/knowledgeable staff, appropriate financial and transactionable reporting and a responsive Access to Information System.

4.1 Strategy (a) – Accurate Public Accounts

Annual Financial Statements of the Government are comprised of the Consolidated Public Accounts, Non-consolidated Public Accounts and Government Entities Financial Statements which are produced in a timely manner.

Outcomes

- Public Accounts are timely and accurate

Measures

- Span of time to publish
- Degree of Legislative adherence
- User satisfaction
- Comments from the Auditor General

Target/Standard

- The Comptroller General's statement is issued by August 31 following the fiscal year end.
- The Public Accounts are tabled by Nov 30th following the end of the fiscal year.
- No major critical comments from the Auditor General/ Public Accounts Committee on conduct/presentation
- Financial statements are prepared in accordance with the institute of Chartered Accountants accounting handbook, and the Public Sector Accounting recommendations.

Result and Discussion

Interim report was completed by Sept 30th. There was a late start due to division of the Territories with new revenue codes to reconcile.

The Comptroller General's statement could not be prepared until Sept 30th, as it requires information from the interim statements.

The Public Accounts were signed Dec 15th 2000 but not released until Feb 2001, as the Legislative Assembly was not sitting at the time.

The Office of the Auditor General has no major comments on content / presentation.

Data Source

Data is based on financial information in the government financial system and various year-end working papers prepared by government departments and entities.

4.1 Strategy (b) – Improved Information Content of Public Accounts

Annual Financial Statements of the Government are comprised of the Consolidated Public Accounts, Non-consolidated Public Accounts and Government Entities Financial Statements. They are improved and include results reporting.

Outcome and Measure

- Comprehensive, integrated results information is available to the public.

Measures

- Production of a new "results" section of the Public Accounts.

Target/Standard

- Fully integrated public accountability documents by 2002
- Financial statements are prepared in accordance with the Institute of Chartered Accountants Accounting Handbook and the Public Sector Accounting recommendations and various provincial Public Accounts and CICA recommendations.

Result and Discussion

Public Accounts are being improved year over year in order to assist the reader in comprehension. Results reporting will commence in 2002 with the introduction of ratios approved by PSAB for this purpose. An examination of the Public Accounts of provinces may result in other ratios being added.

A new section (IV) of the Public Accounts is under development to provide readers with information to assist readers in understanding the Public Accounts and will be published in the 2000/01 Public Accounts.

Government Accounting is investigating if the current version of the Public Accounts, or a modified version, can be made available in a more timely manner, within current resource levels.

Data Source

Data is based on financial information in the government financial system and various year-end working papers prepared by government departments and entities.

4.2 Strategy (a) – Audit Services

The Audit Bureau is responsible for the GNWT's internal audit program, which includes operational audits, attest audits of cost sharing agreements, and investigative audits involving irregularities or other matters of a special nature. The Bureau also has a corporate control function that assesses internal financial control within departments and provides advice to personnel in the regions

Outcomes

- Effective internal controls are in place and a high level of competence and integrity in public service financial management.

Measures

- Occurrences of fraud and disposition of fraud through both the civil and criminal courts

Target/Standard

- Reductions in occurrences of fraud.
- High percentage of court decision in GNWT favour.

Result and Discussion

No significant fraud cases reported.

Guilty pleas on two out of the three court cases

Data Source

Audit Bureau files.

4.2 Strategy (b) – Audit Services

The Internal Audit Bureau contributes towards public confidence in the prudence and integrity of government operations by conducting audits and examinations in the government and its agencies. Under the mandate for internal audit, the Bureau reports to senior management on value for money, special investigations and compliance to legislation, policies and procedures. It also provides assurance on claims submitted to recover funds under some Federal cost sharing programs. Overall, the Bureau promotes accountability and best practices within the government.

Outcomes

The Audit Bureau contributes towards:

- Government operating prudently in line with public sector management practices.
- Generally accepted standards of accountability in the public sector.
- The existence and compliance to appropriate levels of internal controls.
- Appropriate financial reporting which meets the standards of authoritative accounting bodies.
- Competent and objective special investigations that are conducted in accordance with professional standards.

Measures

- Acceptance and realization of cost savings and improvements from audit recommendations.
- Acceptance and implementation of practical recommendations that add value and address the underlying causes of problems or weaknesses in internal control, compliance and financial reporting.
- Disposition and acceptance of recommendations from special investigations

Target/Standard

- 90% satisfaction with audit services.
- 60% implementation of audit recommendations.
- 90% acceptance of recommendations from special investigations.

Result and Discussion

No complaints on audit services provided.

75 % of recommendations implemented.

Advice and assistance provided to departments and regions on various issues.

A number of costs saving procedures have been implemented resulted or are being considered from the Procurement Audit Report.

100 % acceptance of special investigation findings and recommendations.

Data Source

Internal Audit Bureau files and reports.

5.0 Goal

A public service working in an environment of constructive labor/management relations with compensation package that supports a northern workforce.

5.1 Strategy (a) – Dispute Resolution/Union Relations.

The GNWT wishes to develop and maintain an effective working relationship with the Unions that represent GNWT employees. A significant contributor to this goal is to have an effective dispute resolution process. These processes allow the Unions and the GNWT to work together through a formalized process to resolve issues.

Measures

- Number of grievances that proceed to third level arbitration. The collective agreements the GNWT has with the Union of Northern Workers and the NWT Teachers Association contain a grievance and arbitration process which allows employees to raise issues which they do not agree with and have the issues dealt with in an organized and formal manner. Arbitration provides for an independent, third party review of an issue.

Target/Standard

- Reduction in arbitrations
- Increased percentage of arbitration's successfully defended

A reduction in the numbers of arbitration's combined with a higher number of arbitration cases that are successfully defended by the GNWT indicates that issues and disputes are being resolved by managers and employees, and only serious issues are being taken to arbitration. This also means that the GNWT and Unions are working together effectively to resolve issues themselves rather than frequently relying on a third party to resolve issues for them.

Result and Discussion

The number of grievances referred to arbitration in 2000 (38 files) was 38% less than in 1999 (52 files).

In both 1999 and 2000, 71% of the cases referred to arbitration were either settled or withdrawn. In 2000 three cases were heard at arbitration with 2 of them successfully defended. In 1999, 14 cases were arbitrated and 7 were successfully defended.

Data Source

1999 and 2000 Annual Report on the Public Service.

5.1 Strategy (b) – Competitive GNWT employee compensation package.

Outcomes

- The GNWT continues to attract and retain a competent and professional public service.

Measures

- Relative competitiveness of GNWT compensation package in the market

Target/Standard

- GNWT's compensation package does not lead market, but is competitive. In the late 1990's the GNWT made significant changes to its compensation package. This included adjusting benefits to make them more supportive and relevant to a northern workforce. For example a Northern Allowance was developed and implemented which compensates employees for cost of living difference among NWT communities. At that time the GNWT also determined that it could no longer afford to lead the market with its wages, instead it was determined that the GNWT wished to maintain a competitive compensation package.

Result and Discussion

Compensation survey completed in the Fall of 2000 indicated that taking into consideration the cost of living the GNWT remains highly competitive with other jurisdictions in the majority of job families. This has been achieved by regularly examining cost of living differences in the north and making appropriate adjustments to compensation through collective bargaining and policy.

Data Source

Labour Relations and Compensation files.

5.2 Strategy – Workforce Recruitment/Retention

Develop and implement workforce programs that support the retention and attraction of staff. These may include appropriate compensation, training and development or workplace safety programs. It is to the Government's advantage to ensure that staff are retained as this reduces recruitment costs and contributes to better program delivery as excessive time is not spent on recruitment efforts.

Outcome

- Stable GNWT workforce

Measures

- Recruitment success.
- Retention levels.
- Vacancy rates are a good indicator of the effectiveness of recruitment strategies and retention measures. Vacancy rate is how long positions or jobs remain vacant.

Target/Standard

- Vacancy rate of all occupational groups no greater than 15% on average. Vacancy rates can vary by occupation as some jobs are harder to fill than others.

Result and Discussion

The vacancy rate for occupational groups in 2000 was on average 15.8%. The target was not quite met. There is still a high level of turnover in certain occupational categories in the public service, the teaching field in particular. A compensation survey was completed in the Fall of 2000. After accounting for the cost of living, the GNWT compensation package was found competitive with other jurisdictions in the majority of job categories. Additional analysis is required to determine what factors are contributing to turnover and vacancy rates so that they can be better addressed.

Data Source

Public Service Annual Report

5.3 Strategy – Code of Conduct (New)

A Code of Conduct was developed and implemented for the public service. This Code of Conduct outlines the high standards that the public expects from public service employees in such areas as conflict of interest and outside employment.

Outcome

- The high standards that the public expects from public service employees is understood and maintained.
- Code developed with employee and Union input.

Measures

- Code implemented in 2000.

Target/Standard

- Revised Code of Conduct implemented in 2000.

Result and Discussion

Code of Conduct was implemented with employee information sessions held in early 2001. The information sessions were held in Yellowknife as well as the regions and highlighted the responsibilities and obligations upon employees and managers under the Code. The Code is also reviewed with new employees at their initial time of hire.

Data Source

Labour Relations and Compensation Services

5.4 Strategy – Workplace Conflict Resolution Policy (New)

Put into place an effective policy that provides for a harassment-free workplace for employees. The policy must be supported by the Unions, management and employees. The Workforce Conflict Resolution Policy outlines standards of conduct between employees and managers and contains a process for resolving any harassment issues or disputes that may arise in the workplace. The emphasis is on prevention and mediation where possible.

Outcome

- Work environments are positive and supportive of professional interactions amongst employees and managers.

Measures

- Numbers of training/information sessions for employees and managers
- Over the longer term the success of the revised Policy will be measured by the numbers of complaints that are filed under it as well as the numbers of grievances that are filed in relation to harassment issues.
- Degree of union involvement in the implementation of the Workplace Conflict Resolution Policy.

Target/Standard

- Training delivered to each region and department at least once per year.
- Review completed and revised Workplace Conflict Resolution Policy implemented in 2000. A high degree of Union involvement in revising the Policy was desired in order to ensure the revisions were appropriate and would be well accepted by the organization. Union involvement in the training was also desired to ensure well rounded training sessions were delivered.

Result and Discussion

Training occurred in the Spring and Fall of 2001 as well as January of 2002.

Policy implemented in November 2000.

Employee Information sessions were initially provided jointly by the Employer and the UNW in the Fall of 2001. The Workplace Conflict Resolution Policy has been successfully revised and implemented. Employees are now being provided the policy upon initial hire. Organizational understanding of the policy is increasing. Training will continue on a regular basis to ensure managers and employees understand the policy and their obligations under the policy. Complaint numbers will also be reviewed on a regular basis in future.

Data Source

Labour Relations and Compensation Services

2000 Annual Report on the Public Service

5.5 Strategy – Pension Reform (New)

The GNWT participates in the Federal Government pension plan, Superannuation, as well as all of the Federal Government Insurance Plans (except for Dental, which is handled by the GNWT). In 1999, the Federal Government implemented changes to these plans that resulted in the costs of participation in the Superannuation almost doubling for the GNWT. This has prompted an examination of the GNWT's continued participation in Superannuation with a view to determining if there are other comparable plans available at less cost.

Outcomes

- A fair, competitive and affordable pension/superannuation plan for GNWT employees.

Measures

- Transferability of pension benefits.
- High degree of union/employee acceptance of the pension review process and outcomes.
- Comparable cost-effective pension and insurance plans.

Target/Standard

- Union/employee consultation.
- Plans comply with legislation.
- Alternative pension and insurance options determined in 2000-2001 fiscal year.

Result and Discussion

Steering committee and technical groups are currently being established. Both include Union/Employee representatives. Both the NWT Teachers' Association and the Union of Northern Workers are pleased with the process to date and have been highly involved in discussions and work.

An RFP for Phase I of the work (identifying all issues that require consideration during the project) has been awarded to William M. Mercer Limited. By the end of the 2001/02 fiscal year, William M. Mercer will have completed a feasibility study of the GNWT's continued involvement in the Federal plans.

Given the level of impact on employees there will be significant effort and attention paid to communicating with employees at every step in the process.

Data Source

Labour Relations and Compensation Services files

6.0 Goal

Government Resources, (human, financial, information, goods and services) are acquired, utilized, retained, and retired economically in accordance with government policy.

6.1 Strategy – Staff Housing

It is the policy of the GNWT to remove itself from the role of landlord to its employees. Staff housing was originally designed as a means of supporting a staffing policy that was based on recruiting non-northerners to fill jobs across the NWT. Because of the absence of developed and affordable private residential housing markets in most NWT communities, it was deemed necessary for the government to meet this housing requirement. Over the years the provision of housing to imported staff, at significantly subsidized rates, became an institutional practice and the expectation of recruiting departments and recruited employees. However, staff housing was not made available to locally hired employees. These employees continued to have either to provide for their own shelter or seek publicly subsidized social housing. The continued provision of staff housing to a select group of employees was neither economically sustainable nor fair to other employees and community residents.

Outcome

- Government housing resources are retired in accordance with government policy.
- The rental housing needs of GNWT employees are met by encouraging the private sector to be positioned to provide affordably priced rental accommodation to employees who choose renting as an option.

Measures

- Percentage of GNWT inventory of "owned" homes sold.
- Privatization and/or transfer of staff housing assets to community control.
- Employees are able to access affordable housing

Target/Standard

- All owned housing units sold by March 31, 2001.
- Employees no longer in staff housing.
- Alternative arrangement for all leases negotiated by March 31, 2001.

Result and Discussion

The only owned units remaining in inventory and being offered for sale are units recently acquired through the Employee House Purchase Plan or units that are being transferred to local control.

There are currently fewer than 50 employees in staff housing (not including nurses who live in units that are a part of community nursing stations).

There are four leases remaining in GNWT control.

The solution to the housing issues faced by GNWT employees will be found in the private sector increasing the stock or rental housing available for all residents in communities.

To ensure this occurs in communities where market conditions have not sufficiently matured continued government will be encouraged.

Data Source

Directorate files

6.2 Strategy – Procurement

The "Asner Report" was an audit on the procurement practices within the government. Recommendations were written on how the GNWT can improve the efficiency and transparency in the governments purchasing process.

Outcome

- Government goods and services are acquired efficiently and economically.

Measures

- Reduced procurement costs over time.

Target/Standard

- Reduction in paperwork associated with LCAs –(elimination of at least 95% of LCAs).
- Introduction of the Asner Report recommendations.

Result and Discussion

A number of the recommendations of the Procurement Audit were approved for implementation. This should result in cost savings in procurement in future years.

The pilot project to replace Local Contract Authority (LCA) forms was successful and credit cards will be "rolled-out" government-wide in 2001-02. This has the potential to save up to $600,000 in administrative costs in 2001-02 and future years.

FMBS continues to work with other departments to improve the Business Incentive Policy process in order to improve the efficiency of the process.

Other Asner Report recommendations designed to improve the GNWT's tendering process will be forwarded to the FMB for funding approval.

Data Source

Government Accounting files.

7.0 Goal

Government is organized for maximum efficiency, with optimal allocation of funds among levels of government and third parties and effective partnerships with the private sector.

7.1 Strategy – Evaluation Training

In order to help GNWT and third party staff become better consumers of the evaluation services that they purchase, and to build the management skills of people running programs in the communities, an evaluation resource package and workshop was developed. This package focuses on the utilization of qualitative data collection to look at both the impact of the programming as well as the administrative function of the operation.

Outcome

- Effective program design and evaluation methods and approaches are understood and applied by government departments and agencies, communities, and other non-government organizations.

Measures

- Attendance at training sessions
- Utilization of the evaluation training package

Target/Standard

- 90% of GNWT managers have had training by March 31, 2001

Result and Discussion

Evaluation training is slated for late fall with the Canadian Evaluation Society's Essential Skills Series, but was delayed due to circumstances beyond our control. A new date for the series is being negotiated. In addition, a proposal is being developed for an on-line university evaluation degree with the University of Melbourne (Australia). Finally, the FMBS has developed a resource package for GNWT staff and community Program Managers, which has been successfully tested. The final changes are being incorporated prior to its release. So far 75 people have attended the workshop, and additional workshops are pending. Four GNWT (HQ) staff have come forward to take training to be able to deliver the package and provide support to their regional colleagues.

Data Source

Budgeting and Evaluation files.

8.0 Goal

Effective, efficient and economical management information systems support accountability by providing managers, decision makers and the public with meaningful information.

8.1 Strategy – Digital Communications Network

The provision of extensive GNWT support for the private-sector development of an NWT-wide data communications network. This network will serve both the data communications needs of the GNWT and the public at large.

Outcome

- A fully deployed data communications network serving all NWT communities
- A network capable of serving all GNWT data communications needs
- Networking services that provide value for money

Measures

- Degree to which DCN is implemented.
- Reliability of the DCN.
- Level of use of the DCN.
- Data processing efficiency/ reliability.
- Data/system security.
- Management information quality/availability.
- Communications capability

Target/Standard

- DCN fully implemented.
- Reliability maintained within contract parameters.
- Substantial usage level and usage increases annually.
- Data processing lists at industry average with acceptable error rate.
- No critical systems failure/downtime.
- Information on all critical programs.
- All data capable of being transmitted in manner/speed to meet business requirements.

Result and Discussion

DCN fully implemented.

Tools being implemented to ensure that network performance is within contracted parameters.

Utilization of DCN increasing however accurate measurement of increases impossible until proper network monitoring tools are in place.

Service Level Agreement being developed in conjunction with service provider that ensures network performs to industry standards.

No major system failures or significant downtimes were recorded during the fiscal year.

Steps are being taken to ensure network capacity continues to meet growing business requirements.

Data Source

Ardicom Digital Communications Ltd. – Network Performance and Utilization Reports.

Public Works and Services – Systems and Communications – Network Performance and Utilization Reports

Departmental IT Plans – New/Enhanced System Requirements

8.2 Strategy – GNWT Human Resource Management Information System or HRMIS (PeopleSoft) (New)

Provide accurate and timely human resource and payroll information to employees and managers. The foundation of good human resource planning and support for such objectives as maximizing northern employment or the Affirmative Action Policy is information. An effective HRMIS should provide this information. The GNWT implemented a new HRMIS in 1999. Prior to this the GNWT had two separate systems – one to produce payroll and one to record employee information. Work continues to make the new HRMIS system as effective and responsive to management information needs as possible.

Outcome

- Effective human resource management and planning based upon accurate information and the ability to report appropriately on the impact of planning decisions/policies.

Measures

- Accurate and accessible human resource information.
- Eliminate the duplication of maintenance support and data entry.

Prior to implementing the HRMIS, the GNWT had two separate systems to maintain employee information and produce payroll. Data entry was duplicated, as information had to be entered into both systems.

Target/Standard

- Consistent and timely reporting of human resource information, including pay.
- Increased efficiency in the performance of job duties. This consists of eliminating duplicate data entry.

Result and Discussion

49 user-training sessions have been held for the new HRMIS with 390 users being trained.

Users have 27 reports available to run themselves and 8 other reports are run centrally and distributed to users. Other information is available to managers on a request basis. Information available ranges from the number of leave days an employee has taken in a given period of time and their cost to how long a position has been vacant and who has occupied the position in the past.

Duplicate data entry and maintenance have been eliminated through the implementation of the HRMIS

Data Source

Labour Relations and Compensation files

8.3 Strategy – Financial Information System (FIS) (New)

Enhancements to the financial information system to improve its capabilities over time.

Outcome and Measure

Satisfaction level of program managers and financial officers with new on-line reporting capabilities of FIS and other system improvements.

Target/Standard

Increase in user satisfaction by March 31, 2002.

Result and Discussion

Conversion to direct deposit for students, vendors and employees.

Reduction in LCA processing with Corporate Credit Cards, and electronic data exchange with credit card companies.

5 years of data available to departments for export input format.

Satisfaction as of March 31, 2002 will be measured by survey in 2003.

Direct Deposit – FIS testing has been completed for new laser cheque printing including cheque printing for the Ft. Simpson region. New Bank Transit tables have been completed for direct deposit and in excess of 80,000 vendor numbers have been reviewed to eliminate duplicate names, correct addresses, etc in preparation for direct deposit. A new GSN data entry screen is in final stages of development to add direct deposit capability and should be in production by the close of March 31, 2002.

Reduction of LCAs with credit cards - New Visa Corporate purchase cards were rolled out to departments in August 2001; 430 employee cards in total have now been issued. FIS statistics (Report RF90) indicate a gradual but significant decline in manual LCA use (i.e. August 2001 used 1,807 Class totalling $758,758 versus 802 LCAs totalling $345,555 in December 2001). The goal is to reduce LCAs to less than 100 per month.

Five years of data - the new FIS database now has 6 years of FIS transaction data. Software has been developed and tested which allows the export of data to departments with all data or predefined data descriptions. The capability exists which allow an automated daily export to departmental databases for their own use.

Data Source

Financial Information System (FIS)

Aboriginal Affairs

Message from the Minister

The Ministry of Aboriginal Affairs' main functions are to negotiate and implement lands, resources and self-government agreements, and to participate in intergovernmental processes.

During 2000-2001, the Ministry participated in five on-going lands, resources and self-government negotiation processes, with two additional tables coming on stream. Additionally, new funding arrangements with Canada were successfully concluded with respect to implementation of Gwich'in and Sahtu Comprehensive Land Claims Agreements.

Therefore it is my pleasure to report our key accomplishments and detailed results achieved during 2000-2001.

Mahsi cho,

Hon. Jim Antoine

Vision

The Government of the Northwest Territories is committed to a workable and affordable system of governance in the Northwest Territories that clarifies, respects and protects both collective rights of Aboriginal people and the individual rights of all residents. The Ministry of Aboriginal Affairs supports this vision by leading the Government of the Northwest Territories participation in lands, resources and self-government negotiations and co-ordinating the implementation of final agreements. The Ministry also contributes to the territorial government's political and constitutional development of the Northwest Territories and national Aboriginal affairs.

Mission

The Ministry of Aboriginal Affairs is responsible for achieving results in the following areas:

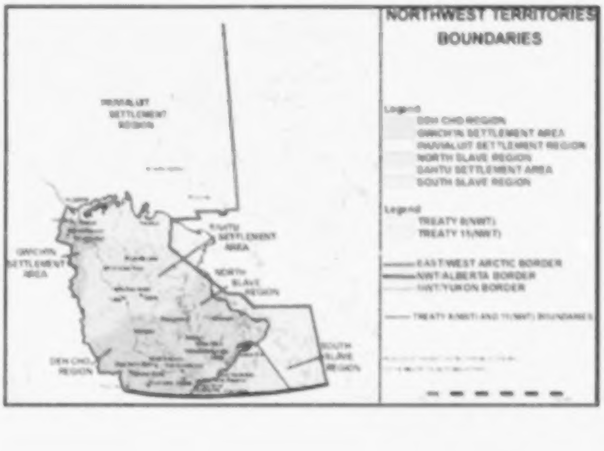
- The negotiation and implementation of lands, resources and self-government agreements expediently yet without compromising effectiveness and integrity;
- The management and monitoring of settled lands, resources and self-government agreements;
- Contributing to mutually beneficial, working relations with the Aboriginal governments and leadership, as well as with the provincial, territorial and federal governments; and
- Contributing to the political and constitutional development of the Northwest Territories.

OPERATING ENVIRONMENT

In 2000-2001, the Ministry made significant strides and accomplishments. As one of the three parties involved with lands, resources and self-government negotiations, the Ministry does not control the pace or efficiency with which agreements are reached.

Major Accomplishments Took Place During This Year:

- An Akaitcho Framework Agreement was completed and signed.
- The Deh Cho Framework and Interim Measures Agreements were completed and signed.
- Beaufort-Delta Self-government Agreement-in-Principle was very close to completion.
- Parties in the Salt River First Nation Treaty Land Entitlement negotiation agreed to by-pass Memorandum of Intent (Agreement-in-Principle) and go straight to the Final Agreement.
- Considerable progress was made towards a Dogrib Final Agreement.
- A Deputies Committee on Aboriginal Rights was established and broad negotiating frameworks were completed and put in place. The process included the involvement of all affected departments in the development of these important negotiating frameworks and instructions.
- The Ministry finalized a Flexible Transfer Payment Agreement with Canada. These new funding arrangements provide more flexibility to administer and implement the Gwich'in and Sahtu Final Comprehensive Land Claim Agreements.


NORTHWEST TERRITORIES BOUNDARIES
INUVIALUIT SETTLEMENT REGION
SAHTU SETTLEMENT AREA
GWICH'IN SETTLEMENT AREA
NORTH SLAVE REGION
DEH CHO REGION
SOUTH SLAVE REGION
Legend
DEH CHO REGION
GWICH'IN SETTLEMENT AREA
INUVIALUIT SETTLEMENT REGION
NORTH SLAVE REGION
SAHTU SETTLEMENT AREA
SOUTH SLAVE REGION
Legend
TREATY 8(NWT)
TREATY 11(NWT)
EAST/WEST ARCTIC BORDER
NWT/ALBERTA BORDER
NWT/YUKON BORDER
TREATY 8(NWT) AND 11(NWT) BOUNDARIES

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 GOAL

A successful conclusion of outstanding lands, resources and self-government agreements, which will provide for continued improvement of the political, social and economic environment of the Northwest Territories.

1.1 Strategy – Effective Participation At Negotiations

Provide effective participation in lands, resources and self-government negotiations through the continued development and application of negotiating frameworks and instructions.

Outcome and Measure

- **Number of Government of the Northwest Territories negotiating frameworks and instructions.**
- **Number of agreements concluded.**

Target/Standard

- **Negotiated frameworks and instructions in place within three years with ongoing refinement as necessary.**
- **Conclusion of the following agreements:**
    - **Two Framework Agreements within one year**
    - **Two Agreements-in-Principle within one year**
    - **Two Final Agreements within three years**
    - **Two Implementation Plans within three years**
    - **Two Financial Transfer Agreements within three years**

Results and Discussion

All major negotiating frameworks completed and in place. Work continues on specific negotiating mandates and instructions.

Akaitcho Dene First Nation Framework Agreement was completed and signed in July 2000

Deh Cho First Nation Framework Agreement and Interim Measures Agreement were signed in May 2001

Beaufort/Delta Agreement-in-Principle very close – will complete by end of 2001

Salt River First Nation TLE Memorandum of Intent (Agreement-in-Principle) was very close – parties agreed to by-pass Agreement-in-Principle and go straight to Final Agreement

Expect a Final Agreement with Salt River First Nation, fall 2001; and with the Dogrib Treaty 11 Council, winter 2002

Implementation Plan for the Dogrib table well underway, will be completed before the Final Agreement, winter 2002

Work on an Implementation Plan for the Beaufort/Delta has begun

Financial Transfer Agreements are on the same time-lines as the Implementation Plans

Data Source

Agreements signed and negotiations monthly status reports.

1.2 Strategy – Effective Interdepartmental Participation

Seek interdepartmental participation at Caucus and negotiation meetings and promote consistent policy and adaptable approach throughout regions.

Outcome and Measure

- Number of meetings of the Aboriginal Affairs Working Group of Deputy Ministers and Caucus tables.

Target/Standard

- Consistent policy approach achieved throughout all Negotiated Agreements with specific areas being negotiated in an agreement-by-agreement basis.

Results and Discussion

Agreements negotiated to date are consistent with negotiating mandates and are reasonably similar to each other in key features critical to a workable overall system of governance in the NWT.

Senior officials meet on average ten times a year to ensure the GNWT's interests are articulated in a consistent manner.

Financial issues regarding the implementation of self-government are outstanding.

Data Source

Committee on Aboriginal Rights Deputies Committee and, Monthly negotiation status reports

2.0 Goal

Lands, resources and self-government agreements are implemented in a manner that maintains an adequate level and quality of programs and services for all residents.

2.1 Strategy – Engage Federal Government On Funding Issues

In conjunction with Financial Management Board Secretariat and Department of Finance, engage the federal government on funding issues related to the negotiation and implementation of lands, resources and self-government agreements.

Outcome and Measures

- Maintain existing levels of programs and services with adequate resources to implement agreements.

Target/Standard

- Successful resolution of self-government financing issues through agreements with the federal government.

Results and Discussion

Implementation negotiations for Dogrib and Beaufort Delta are ongoing.

Data Source

Implementation Plans for Dogrib and Beaufort Delta Negotiation Reports

Implementation and Financing Self-Government Briefing Notes

2.2 Strategy – Maintenance of Adequate Funding Levels

Effectively participate on implementation Committees overseeing, monitoring and providing advice on the implementation of lands, resources and self-government agreements.

Outcome Measures

- Agreement on funding levels for the effective management of jurisdictions and responsibilities of governing structures created by lands, resources and self-government agreements.
- Positive feedback from the parties to implementation on Status Reports Annual Reports and multi year reviews.

Target/Standard

- All existing lands resources and self government agreements will be successfully implemented.

Results and Discussion

Implementation negotiations for Dogrib and Beaufort Delta are ongoing.

Inuvialuit, Gwich'in and Sahtu Agreements implemented on ongoing basis. Tripartite Implementation Committees meet on a quarterly basis to discuss and resolve outstanding issues. Inuvialuit, Gwich'in and Sahtu Annual Reports / Five-Year Reviews concluded that in general the majority of final agreement obligations are being implemented effectively and efficiently.

Data Sources

Implementation Plans for Dogrib and Beaufort Delta Negotiation Reports

Implementation and Financing Self-Government Briefing Notes

Minutes of Tripartite Implementation Committees.

Inuvialuit, Gwich'in and Sahtu Annual Reports / Five Year Reviews.

3.0 Goal

Mutually beneficial working relationships with Aboriginal governments and leadership are enhanced and maintained.

3.1 Strategy – Effective Participation In Intergovernmental Processes

Effectively participate as part of the Government of the Northwest Territories team in intergovernmental processes through the resolution of resource royalty sharing, constitutional development and settlement of lands, resources and self-government agreements.

Outcome and Measure

- Positive feedback from Aboriginal leadership and other stakeholders.
- Positive media coverage.
- Attendance at Annual Assemblies and other important meetings.

Target/Standard

- Improved working relations with Aboriginal governments and leadership.

Results and Discussion

Relationships with all Aboriginal governments continue to evolve and remain primarily positive. The Intergovernmental Forum is a good illustration of the improved relationship. MAA provides substantial support to the Intergovernmental Forum Secretariat. The Minister of Aboriginal Affairs, together with his senior officials and negotiators attended all annual assemblies as well as special meetings and significant events such as signing ceremonies.

Data Source

Newspapers, radio, correspondences, Senior Management

3.2 Strategy – Conduct Information Sessions

Conduct lands, resources and self-government information sessions.

Outcome and Measure

- Increased understanding and awareness of lands, resources and self- government processes.

Target/Standard

- Deliver to all regions at least once per year.

Results and Discussion

MAA continues to deliver information workshops upon request. Sessions were delivered to groups as diverse as CGA of NWT/Nunavut, Aurora College classes, GNWT staff and all MLAs. Furthermore, twelve sessions were held in the Beaufort Delta Region, two sessions in Fort Smith and one session each in Norman Wells and Fort Simpson.

Data Source

PowerPoint presentation and duty travel claims. Senior Management briefings. Feedback from participants.

4.0 Goal

The establishment of an effective system of government, which has wide support from residents of the Northwest Territories.

4.1 Strategy – Governance Discussions

Engage Aboriginal governments, federal government and general public in governance discussions for the NWT.

Outcome and Measure

- Completed Agreements.
- Ratification of Agreements.

Target/Standard

- Conclusion of the agreements outlined in goal #1.
- All existing lands, resources and self-government agreements are successfully implemented.

Results and Discussion

See results reported in goal # 2.

Data Source

Final Agreements, Implementation Plans and Financing Agreements

4.2 Strategy – Public Consultation

Outcome and Measure

- Degree of understanding of lands, resources and self-government agreements.
- Positive feedback from parties to implementation on Status Reports, Annual Reports and multi-year reviews.

Results and Discussion

Minister of Aboriginal Affairs circulates monthly progress reports on negotiations to all MLAs.

4.3 Strategy

Contribute to the implementation of the territorial government's, "*Towards a Better Tomorrow – Our Vision for a Prosperous Future*".

Outcome and Measure

- Degree of understanding of lands, resources and self-government agreements.
- Positive feedback from parties to implementation on Status Reports, Annual Reports and multi-year reviews.

Target /Standard

- Circulation of monthly progress reports

Results and Discussion

Minister of Aboriginal Affairs circulates monthly progress reports on negotiations to all MLAs. MAA officials provided information sessions and regular briefings to the Special Committee on the Sunset Clause and the Implementation of Self-government.

Data Source

Monthly progress reports

Finance

Message from the Minister

I am pleased to present the Results Report for the Department of Finance for the fiscal year April 1, 2000 to March 31, 2001, an important tool towards increased accountability and transparency of government.

The Department, for the most part, does not deliver programs and services directly to NWT residents, instead providing support to the executive branch and to program departments. The Department also has prime responsibility for managing the taxation function of the Government and for developing appropriate policies to ensure that sufficient funds are available to meet the needs of NWT residents.

This Results Report focuses on critical areas of the Department's responsibility and details the progress the Department is making towards meeting the goals that it has set for itself and towards meeting the responsibilities that the Legislative Assembly has placed upon it. I am pleased to note that the Department, during the review period, has been able to post positive results in a challenging environment.

Hon. Joseph L. Handley

Vision

The Department of Finance will be the recognised leader in obtaining the financial resources necessary to establish and maintain a viable Northwest Territories.

Mission

The mission of the Department of Finance is to foster an environment for stable, effective and efficient government in the Northwest Territories and to manage the Government's fiscal, financial and regulatory programs by:

- Acquiring and managing the necessary financial resources to ensure delivery of programs and services to residents in an affordable and sustainable manner;
- Maintaining a stable, fair and equitable taxation environment, meeting the needs of individuals and businesses;
- Providing the highest quality statistical information to the satisfaction of clients; and
- Regulating the insurance industry and liquor sales, distribution and consumption to contribute to the well-being of communities and residents.

OPERATING ENVIRONMENT

The 2000-01 fiscal year was one of increased optimism in the NWT, with oil and gas prices rising dramatically. The prospect of building a Mackenzie Valley pipeline, with the associated benefits to the NWT economy, also featured high on the NWT horizon. In addition, construction began on the NWT's second diamond mine. However, the fiscal position of the Government was not as bright at the outset of the year and the Department forecast that the GNWT would reach its maximum borrowing limit in 2001-02. The Government's fiscal position improved considerably during the course of the year, with higher than anticipated Corporate Income Tax and Formula Financing Grant payments.

In March 2000, the 14th Assembly laid out its vision for the future of the NWT in the document *Towards a Better Tomorrow*, along with its key goals and priorities.

In light of these expressed priorities, the Department focused on five main areas in 2000-01:

- Ensuring that the Government has access to sufficient revenues to promote economic growth and development and meet the needs of northerners;
- Participating in discussions on self government with a view to ensuring that fiscal arrangements support a strong future NWT;
- Developing and maintaining an appropriate loss prevention strategy for government assets and, as a result, to maintain insurance premiums at reasonable levels;
- Developing, analyzing and disseminating statistical information on the economy and health and wellness of NWT residents; and,
- Implementing policies to encourage responsible use of alcohol.

The Formula Financing Agreement with Canada remains a major responsibility of the Department. The Agreement provides around 73 per cent of territorial revenues and is the most important component of territorial financing.

The Department continues to be involved in a number of key government initiatives which link back to the overall fiscal outlook and the economic future of the NWT, including resource revenue sharing and self government.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

The fiscal regime of the NWT supports a stable political environment and a strong economy.

1.1 Strategy

Develop options, in conjunction with other government departments, relating to formula financing, self government financing, taxation, resource revenue sharing and other revenues, that, while reflecting territorial interests, are also supportive of the implementation of the inherent right to self government.

Outcome and Measure

- The NWT has an integrated tax regime which encourages economic growth and development while providing necessary revenues to the Government for program and service delivery.

Target/Standard

- Adequate resources are available to maintain services without incurring a deficit.

Results and Discussion

The GNWT finished 2000-01 with an operating surplus of $117 million and an accumulated surplus of $673 million. This surplus is primarily due to higher tax revenues and higher Formula Financing Grant payments.

Data Source

2000-01 Public Accounts

1.2 Strategy

Begin discussions with Finance Canada on renewal of the Formula Financing agreement for 2004-2009.

Outcome and Measure

- The NWT has an integrated tax regime which encourages economic growth and development while providing necessary revenues to the Government for program and service delivery.

Target/Standard

- Adequate resources are available to maintain services without incurring a deficit.

Results and Discussion

Officials from the three territories met with federal officials once during the year to discuss both the 2004-2009 agreement and the current agreement. A long-standing issue related to the calculation of Grant entitlements was resolved in favour of the GNWT, resulting in a retroactive adjustment to Grant payments of $60 million.

Data Source

Department of Finance

1.3 Strategy

Participate in negotiation processes at land claims/self government tables.

Outcome and Measures

- Within the context of Western Governance and aboriginal self government, the government has the resources necessary to deliver quality programs and services to the public.

Target/Standard

- Government fiscal position is protected in negotiations related to self government.

Results and Discussion

The Department participated fully in negotiation sessions at all self government tables on fiscal and taxation issues and tax sharing issues to ensure that positions taken on financial issues reflected the position of the GNWT.

Data Source

Department of Finance

1.4 Strategy

Review the tax system with respect to issues of simplicity for taxpayers, competitiveness and to ensure that it continues to constitute a stable revenue source.

Outcome and Measure

- The NWT has an integrated tax regime which encourages economic growth and development while providing necessary revenues to the Government for program and service delivery.

Target/Standard

- Increased tax revenues and collections.

Results and Discussion

Tax revenues increased by 115 per cent from $93.7 million to $217.8 million in 2000-01. This was largely due to an increase from $7.6 million to $102.7 million in Corporate Income Tax. Tax revenues other than personal and Corporate Income Tax increased 13 per cent from $34.6 million to $38.9 million.

Data Source

2000-01 and 1999-2000 public accounts

1.5 Strategy

Finalize a new GST agreement with Canada.

Outcome and Measure

- Adequate resources are available to maintain services without incurring a deficit.

Target/Standard

- Agreement signed in 2000-2001.

Results and Discussion

A new GST agreement was signed July 6, 2000.

Data Source

Department of Finance

1.6 Strategy

Actively participate in federal-provincial-territorial processes to ensure adequate funding for social programs.

Outcome and Measure

- Within the context of Western Governance and aboriginal self-government, the government has the resources necessary to deliver quality programs and services to the public.

Target/Standard

- Adequate resources are available to maintain services without incurring a deficit.

Results and Discussion

The GNWT actively participated in federal-provincial-territorial finance meetings discussing the CHST and other transfer programs. As a result of provincial-territorial requests, in September 2000 the Prime Minister announced enhancements to the CHST program. The GNWT share of the enhancements is $27 million over the five-year period 2001-02 to 2005-06.

Data Source

2000-01 NWT Public Accounts, federal announcements on CHST increases, CHST estimates.

1.7 Strategy

Provide a debt structure appropriate to the funding needs of the government.

Outcome and Measure

- Credit facilities are in place so that the GNWT is able to borrow at the lowest cost.

Target/Standard

- Lines of credit for borrowing by bankers' acceptances and overdraft lines of credit are maintained. The government's credit requirements are met at the lowest cost of borrowing.

Results and Discussion

GNWT borrowing requirements in 2000-01 were less than budgeted due to increased Corporate Income Tax and Formula Financing revenues. Total interest expense was therefore also substantially less than budgeted.

Data Source

Department of Finance

1.8 Strategy

Improve communications and co-ordination with all government departments, boards and agencies to improve the government's accident and loss record by co-ordinating loss prevention activities.

Outcome and Measure

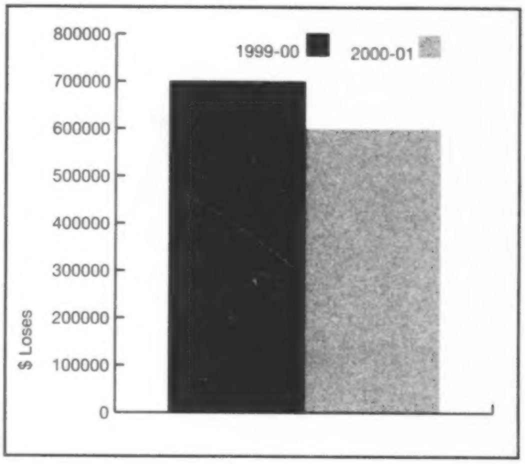
- Government assets protected.

Target/Standard

- The GNWT maintains affordable insurance coverage. Severity and frequency of loss to GNWT assets reduced. All major government facilities inspected, reported and response received from facility manager within 90 days of the report.

Results and Discussion

Insurance coverage was maintained within budget. Since 1999, losses have gone from $781,000 and 17 losses to $544,000 and 10 losses per year. The first year after division there were two losses in the $250,000 to $500,000 range and in the second year there was one. 75 percent of the GNWT's major facilities have been inspected and there are no outstanding responses to the recommendations.The remaining facilities will be inspected in the coming year.



Data Source

Department of Finance

1.9 Strategy

Increase tax audit effort to improve revenue generation and collection.

Outcome and Measure

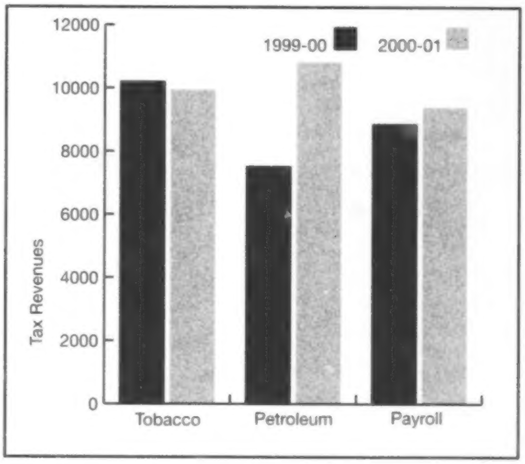
- Increased tax revenues and collections.

Target/Standard

- Initiate tax audit/investigation function.

Results and Discussion

The audit function was staffed in 2000-2001 and 15 audits were performed. Tobacco, petroleum products and payroll tax revenues increased by 13 per cent overall from 1999-2000. This increase is not solely attributable, however, to the increased audit function.



Data Source

Department of Finance

2.0 Goal

The Government has the fiscal and statistical information and analysis necessary to support policy development and decision making, particularly for key social and economic initiatives.

2.1 Strategy

Work with Statistics Canada to improve coverage of the NWT in national household surveys, ensuring that appropriate methodological approaches are used.

Outcome and Measure

- Statistical data is available for the NWT that is similar in scope and quality to statistical information produced for other provinces and territories.

Target/Standard

- Increased range of statistical information and services available to the GNWT.

Results and Discussion

A joint initiative began in 2000-01 to attempt to extend major household surveys to the NWT. The Bureau of Statistics worked with Statistics Canada to develop an approach and an appropriate methodology to extend the national monthly Labour Force Survey and the Canadian Community Health Survey to the NWT.

After this planning phase, collection began on the monthly national Labour Force Survey and the Canadian Community Health Survey during 2000-01. Dissemination of the monthly labour force survey began early in 2001-02, while the 2001 Canadian Community Health Survey will be released early in 2002.

In addition to providing extensive support to the project planning and initial implementation by Statistics Canada, the Bureau is providing support to the monthly operations.

Data Source

Bureau of Statistics

2.2 Strategy

Improve capacity to assess impacts of major economic activity on the economy of the NWT by adding modules to assess fiscal and tax impacts and demographic impacts, in addition to estimating other economic impacts.

Outcome and Measure

- Statistical data is available for the NWT that is similar in scope and quality to statistical information produced for other provinces and territories.

Target/Standard

- Increased range of statistical information and services available to the GNWT.

Results and Discussion

The Bureau of Statistics completed work on the development of a new NWT Input-Output Model. This model has been redesigned, to incorporate changes introduced with the release of new provincial/territorial input-output tables. Separate input-output tables for the NWT and Nunavut were developed in cooperation with Statistics Canada.

Other components added to the economic impact modelling program include models for fiscal and tax impacts and for demographic impacts.

Major initiatives supported with the model during 2000-01 include the CERI report on impacts of the development of a natural gas pipeline; preparation of labour demand projections used in the background analysis to the Maximizing Northern Employment initiative; impact assessments for the Conference Board of Canada's work on a transportation corridor into the Slave Geological province; and initial impact assessment for the Snap Lake Diamond project.

Data Source

Bureau of Statistics

2.3 Strategy

Continue to develop, analyze and disseminate statistical information related to demographics, social and economic conditions in the NWT.

Outcome and Measure

- Detailed information is developed, analyzed and disseminated on the economy and the health and wellness of NWT residents.

Target/Standard

- Information on the Bureau of Statistics website and in print publications is current, consistent and accurate. This activity will include the timely release of the *Statistics Quarterly, NWT...* by the numbers, territorial and community population estimates, monthly consumer price index and other major economic, demographic and social statistics.

Results and Discussion

Major data development initiatives of note during 2000-01 included the 2000 NWT Food Price Survey, release of the 1999 Injuries and Safety Survey, statistical support for the development of the Government-Wide Measures project by FMBS, survey processing and analysis for the 2000 Student Needs Assessment Survey by ECE, statistical support for the employee attitudinal survey and the monitoring of indicators for the Ekati mine with RWED.

Data Source

Bureau of Statistics

2.4 Strategy

Improve the range of information available on the Bureau of Statistics website and investigate alternative mechanisms to disseminate information electronically.

Outcome and Measure

- Detailed information is developed, analyzed and disseminated on the economy and the health and wellness of NWT residents.

Target/Standard

- Information on the Bureau of Statistics website and in print publications is current, consistent and accurate. This activity will include the timely release of the *Statistics Quarterly, NWT...* by the numbers, territorial and community population estimates, monthly consumer price index and other major economic, demographic and social statistics.

Results and Discussion

A major redesign of the Bureau of Statistics website was undertaken. This included reorganizing some of the subject matter and making navigation within the site simpler.

In addition, the capacity to produce tables dynamically was introduced into the site. Each day, when updated statistical information is received from Statistics Canada, tables on the website are updated automatically. This ensures users of statistical information from the Bureau of Statistics have access to the most current, consistent and accurate information available for the NWT.

Data Source

Bureau of Statistics

2.5 Strategy

Work with departments and other agencies to improve awareness and accessibility of territorial statistical information.

Outcome and Measure

- Detailed information is developed, analyzed and disseminated on the economy and the health and wellness of NWT residents.

Target/Standard

- Information on the Bureau of Statistics website and in print publications is current, consistent and accurate. This activity will include the timely release of the *Statistics Quarterly, NWT…* by the numbers, territorial and community population estimates, monthly consumer price index and other major economic, demographic and social statistics.

Results and Discussion

This strategy involved both ensuring that statistical information was released in a timely manner and working with departments and other agencies to improve awareness of available information.

All standard publications and bulletins were released on schedule. In addition, improved access and awareness of the Bureau of Statistics website resulted in a 34 per cent increase in usage during 2000-01.

Data Source

Bureau of Statistics

2.6 Strategy

Expand the Cost Drivers model to estimate the effects of major cost drivers as demographics and inflation on the NWT revenues and major expenditures areas over the medium and longer term.

Outcome and Measure

- The Government is able to forecast its long-term fiscal position under different scenarios.

Target/Standard

- Information is developed and analyzed on the long-term trends in GNWT revenue and expenditure growth, including future demand for GNWT programs and services.

Results and Discussion

Work was completed on the first phase of the Cost Drivers model.

Data Source

Department of Finance

2.7 Strategy

No strategy was identified for the following outcome.

Outcome and Measure

- Detailed information is developed, analyzed and disseminated on the economy and health and wellness of NWT residents.

Target/Standard

- Regular forecasts of tax and grant revenues are made.

Results and Discussion

Regular fiscal frameworks were prepared with forecasts of tax and grant revenues.

Data Source

Department of Finance

2.8 Strategy

No strategy was identified for the following outcome.

Outcome and Measure

- Detailed information is developed, analyzed and disseminated on the economy and health and wellness of NWT residents.

Target/Standard

- Forecasts of other variables, such as resource revenues are completed for use in GNWT initiatives for devolution.

Results and Discussion

Forecasts were completed of tax revenues from the diamond mines as well as forecasts of royalty and tax revenues in oil and gas and mining. Reports were commissioned from CERI and the Canada West Foundation on the expected revenues and economic benefits to Canada of various pipeline options for bringing NWT and Alaska gas to southern markets. Forecasts of tax revenues were completed for various communities for use in land claims/self government discussions.

Data Source

Various forecasts

3.0 GOAL

The Department of Finance is more responsive to client needs.

3.1 Strategy

Work with communities to ensure community priorities are reflected in the administration of the *Liquor Act*.

Outcome and Measure

- Communities have the information required to request a Special Prohibition Order and are aware of the requirements for initiating a Plebiscite.

Target/ Standard

- Communities are provided with the information on a yearly basis. Communities making requests are contacted immediately to acknowledge their request and to provide assistance in formalizing their request if required.

Results and Discussion

Last fiscal year, five communities requested and were granted a Special Prohibition Order under the Community Options legislation. One community held a plebiscite to determine if the community wished to change its liquor status.

Data Source

Liquor Licensing Board Administration

3.2 Strategy

The Liquor Commission will work with other organizations to improve public awareness of responsible use of alcohol.

Outcome and Measure

- Consumers and licensees have more information regarding the responsible use of alcohol.

Target/Standard

- The number of organizations with which the Liquor Commission jointly sponsors health promotion programs is increased.

Results and Discussion

The Liquor Commission, in conjunction with Health Canada and Health and Social Services distributed a FAS poster program titled "Pregnant/Don't Drink" to liquor stores and licensed premises for display.

The Liquor Commission and the Canadian Association of Liquor Jurisdictions expanded their water safety program to include posters titled "Please Don't Go Overboard" and Please Don't Drink and Drive". These posters were displayed in all liquor stores and distributed to licensed premises for display.

In conjunction with Mothers Against Drunk Driving, their program titled "Tie One On for Safety" was again in every liquor store during the Christmas season.

Health advisory messages continue to be displayed on all liquor bags and liquor products at the liquor stores.

Data Source

Information is provided by partner organization or the Liquor Commission.

3.3 Strategy

Encourage wider compliance by liquor contractors with the requirement to attach health advisory warning stickers to alcohol containers.

Outcome and Measure

- Consumers and licensees have more information regarding the responsible use of alcohol.

Target/Standard

- Liquor store operators will be encouraged to attach health warning labels to liquor products sold from their stores.

Results and Discussion

Under contract liquor store operators continue to apply health warning labels to liquor products sold at the liquor stores. Compliance with this requirement is very high.

Data Source

Liquor Commission

3.4 Strategy

Improve communications with all liquor license holders detailing the responsibilities of their liquor licenses.

Outcome and Measure

- Consumers and licensees have more information regarding the responsible use of alcohol.

Target/Standard

- Licensees will be provided with courses and regular newsletters respecting their responsibilities under the *Liquor Act*.

Results and Discussion

The Server Training Course was delivered to 160 persons, representing 35 licensees. The courses are scheduled throughout the year in various communities. Priority for training is given to higher/medium risk licensees

Licensed premises were forwarded three newsletters; the newsletters were also available to all special occasion permit holders in the NWT.

Data Source

Liquor Licensing Board Administration

3.5 Strategy

Increase the use of Liquor Inspectors to enhance compliance with liquor legislation.

Target/Standard

- Inspections are conducted to ensure licensees are complying with the legislation; this assists licensees in dealing with liquor service in a socially responsible manner. Inspectors bring various aspects of the legislation to the licensee's attention by writing out a report on site for each inspection conducted.

Results and Discussion

Liquor Inspectors conducted 1736 inspections in 2000-2001 compared to 1134 the year before.

Data Source

Liquor Licensing Board Administration

Municipal and Community Affairs

Message from the Minister

I am pleased to provide an overview of Municipal and Community Affairs current initiatives and strategies. Attached is the 2000-20001 Results Report for the Department of Municipal and Community Affairs. My staff will continue to work diligently, to ensure the success of this Department's vision and goals.

Hon. Vince R. Steen

Vision

Capable, accountable, and self-directed community governments providing a safe, sustainable, and healthy environment for community residents.

Mission

The Department of Municipal and Community Affairs (MACA) together with NWT community governments and our other partners are responsible for achieving acceptable results in:

- Community government financial performance
- Community government infrastructure and facilities
- Community land use
- Community governance
- Training of community government councillors and employees
- Community health and safety
- Community fire protection and prevention services
- Community emergency services
- Community recreation and sport

The Department is also responsible for:

- Fair and equitable distribution of funding to community governments and partner organisations
- Adequate legislative framework to support community governance
- Monitoring of community government performance
- Protecting consumer rights
- Administering Commissioner's Lands and property assessment services
- Ensuring compliance with fire safety standards
- Occupational health, safety, and morale of staff
- Costs and cost-effectiveness
- Condition of departmental finances and assets
- Compliance with laws and legal agreements

OPERATING ENVIRONMENT

In 2000/2001, MACA took steps towards increasing community government authorities through the introduction of a legislative proposal to amend community government legislation. A new formula-based funding policy was introduced to provide community governments more flexibility in managing their finances. Enhancement of the abilities of community staff and government members was also a priority for the department, which was meant to increase local hiring and lessen employee turnover in community governments. In the future, the Northern Employee Benefits Service data will provide a better measure of this goal to help determine if this strategy is providing long term results. In addition, MACA has published a Financial Management Indicator report to better help communities gauge their performance in this area. It should be noted that in 2000/2001, there was a 10% increase in the number of individuals seeking office in community government elections.

MACA continues to strengthen its involvement in self-government negotiations through the establishment of a Community Governance division tasked with involvement in the three on-going land claim negotiations.

MACA continuous to support safer and healthier communities by actively seeking to reduce the loss of life and property in fire related events through programs run by the Office of the Fire Marshal. MACA also sought to increase community participation in sporting and recreation activities and the success of the programs are reflected in participation percentages that are higher than the national average.

Two goals not successfully met included the transfer of administration of community lands to community governments. In 2000, Cabinet directed MACA to develop new lands strategies that will be reflected in future year result reports.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

Increase Community government authority and responsibility related to legislative and funding arrangements.

1.1 Strategy

Through a revised policy and a new funding formula, MACA will help ensure that Community governments achieve greater autonomy in the decision making process.

Outcome and Measure

- Community governments have the legislative and financial authorities they need to be self-reliant and self-directed.

Target/Standard

- Legislative and policy changes implemented.
- Number of Community governments with changed authority level and/or legal status.

Results and Discussion

New policy has been developed and new formula-based funding arrangements are in place. Legislative proposal at review stage.

Data Source

Senior Management

2.0 Goal

Develop the abilities of Community government councils and employees so that they can manage increasing authorities and responsibilities.

2.1 Strategy

MACA policies and programs will assist community governments in their preparation for self-government.

Outcome and Measure

- Community councils, their employees, and other community residents will have the interests, talents and skills to advance on career paths within the Community government; and do their jobs more efficiently and effectively. There will be increased involvement in Community government.

Target/Standard

- Number of local employees hired locally.
- Employee turnover rate.
- Community government indicators.
- Number of candidates for public office.

Results and Discussion

Municipal and Community Affairs had hoped to use data available from the Northern Employee Benefits Service, however this data was not accessible. An alternate measure will have to be used next year.

Municipal and Community Affairs has published a Financial Management Indicators Report.

There was a 10% increase in the number of candidates in elections in Cities, Towns and Villages and a slight decrease in Hamlets' and Settlements' elections.

Data Source

Senior Management

3.0 Goal

Transfer the administration of community lands to Community governments where claims are settled

3.1 Strategy – Land Administration

MACA's land administration processes will be improved and simplified in preparation for transfer to Community governments and Aboriginal organisations.

Outcome and Measure

- Community governments planning and administering community lands.

Target/Standard

- Number of Community governments with land administration by-laws.
- Number of parcels transferred from GNWT to Community governments, land claims groups where claims are settled, or others.

Results and Discussion

The goal has been changed. In October 2000, Cabinet directed the Department to develop lands strategies to address:

- The management of residential leases,
- The administration of federal government leases, and
- The transfer of more Commissioner's lands to Community government ownership.

Data Source

Senior Management (Note - New Outcomes and Targets are in the 2002-05 Business Plan.)

4.0 Goal

Strengthen MACA involvement in self-government discussions.

4.1 Strategy – Building Communities Strategy

To improve community relationships with MACA, other federal and GNWT departments and territorial non-government and Aboriginal organisations.

Outcome and Measure

- Self-government agreements will have workable and affordable Community government arrangements.
- Community governments will be aware of self-government process and issues.

Target/Standard

- Self-government agreements concluded.
- Level of awareness about self-government issues and process.

Results and Discussion

Three Self-Government processes are still in progress.

Final agreement near in one case,

AIP nearing in second, and

Interim Measures Agreement in place in third area.

New Governance unit established and staffed; full participation by MACA in all relevant negotiations.

Data Source

Senior Management

5.0 Goal

Reduce death, injury and property loss from fire.

5.1 Strategy – NWT Fire Strategy

Reducing fire loss and improving fire safety standards is a priority at MACA. Improved program initiatives will include the review of building plans and the administration of fire codes.

Outcome and Measure

- Safer communities.

Target/Standard

- Fire loss statistics for death, injury, and property loss.

Results and Discussion

One death (above national average); (in future years, this target will be changed to a five year rolling average due to small number being measured). 45% reduction in fire loss (brings NWT to near national average)

Data Source

Senior Management

6.0 Goal

Increase participation of Northerners in recreation and sport activities.

6.1 Strategy – Recreation and Sport.

MACA will continue to develop and implement programs that will increase community participation in sport and recreation, leading to more active and health communities and citizens.

Outcome and Measure

- Healthier population.

Target/Standard

- Participation rates by age and community.
- Awareness of value of recreational activity.

Results and Discussion

1999 NWT/Nunavut participation rates by age and community – 45% (national average 36%).

1999 NWT/Nunavut rates for awareness of value of recreational activity – 65% (national average 67%).

Future years will reflect Northwest Territories data only.

Differentiation by age and community is not available, as the sample size is not large enough.

Data Source

Senior Management

7.0 Goal

Build and develop employee capacity and morale.

7.1 Strategy – Building Staff Capacity

Department resources, systems, and supports for staff will be improved in order to maximize their personal growth and development, and improve their efficiency and effectiveness.

Outcome and Measure

- Efficient and effective program and service delivery.

Target/Standard

- Employee satisfaction.
- Community government satisfaction with MACA performance.

Results and Discussion

No report for 2000-2001. Report will be available for 2001-2002 based on survey results.

Data Source

Senior Management

Public Works and Services

Message from the Minister

I am pleased to provide the Results Report for the Department of Public Works and Services for the fiscal year ending March 31 2001. As the report indicates, it was a challenging year for many areas of the department. I am pleased that the department rose to the challenge and I look forward to continuing progress towards achieving our goals.

Hon. Vince R. Steen

Vision

The Department of Public Works and Services is preparing for a future in which:

- core expertise in infrastructure development and operation is provided by the department to support the delivery of government programs and services
- department activities support and contribute to community and regional development
- communication and information technology and services provided by the department enable the efficient and effective delivery of public and private sector programs and services
- the department has been recognized for the high quality of its services and is regarded by its clients as the service provider of choice
- the private sector delivers petroleum products to communities in a cost-effective and timely manner.

Mission

The Department of Public Works and Services mission is to deliver quality services to satisfy the needs of its clients, while achieving the best value for government, communities, business and residents.

OPERATING ENVIRONMENT

The Department of Public Works and Services has the responsibility for providing a broad range of services to support the delivery of government programs to the public. Services such as asset construction and maintenance, computer and communication systems, and records management are provided to government departments, boards and agencies. Services such as community fuel deliveries, electrical and gas inspections are provided directly to NWT residents.

The Department operates in a professional and technical environment that is ever changing. Advances in computer and data communication technology provide opportunities to improve the way that government carries out its business. Similarly, the development of new building materials and products have resulted in the construction of community and program facilities that far surpass those built only a decade earlier. Attracting those with the skills to take advantage of these new and developing technologies continues to be a challenge.

The department was also challenged in its management of the fuel delivery program. The program was substantially reduced in size following establishment of Nunavut but not in complexity. It continues to address environmental issues, dramatic fluctuations in world prices, private sector interest in commercialization and resupply challenges. Despite these pressures, there were no interruptions in supply and all communities benefited from a secure supply of heating and transportation fuels.

Of special note for 2000/01 was the conclusion of the CRTC's two-year proceeding related to establishment of a High Cost Serving Area in the north. Public Works and Services represented both the NWT government and NWT residents at the proceedings. The decision that was rendered in November 2000, was extremely favorable to the NWT. It included approval of a four-year service plan which would extend and upgrade services in all three territories. Long distance competition was allowed as of January 1, 2001. Long distance rates were reduced dramatically and a subsidy system was approved that would bring $70 million north to fund system improvements and operations. This decision was a major victory for the department, the government and all residents of the Northwest Territories.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

The Department of Public Works and Services provides effective and efficient delivery of asset management services to clients.

1.1 Strategy – Project Management Structure

Project management services were restructured to minimize the effect of regional staff turnover on service delivery. Specifically, one staff member was assigned to be the point of contact for ECE projects, another staff member became the Project Manager for two very large projects, and the role of facility planners was revised to provide more continuity during the planning stage of all projects.

1.2 Strategy – Project Management Training

Formal project management training was reinstated to ensure that staff have the required information and skills to manage complex projects.

Outcome and Measure

- The strategy was expected to contribute to the timely and cost effective delivery of projects. This was measured by the number of projects completed on time and within budget. Since the number of completed projects varies from year to year, a percentage was used.

Target/Standard

- The target was to complete 90% of major projects on time and within the approved budget. The department was successful in completing 86% of the major projects on time and 100% of the major projects within the approved budget.

Results and Discussion

There were 14 major projects completed in 2000-2001. Two of those projects took longer than was projected. The Aklavik Health Centre suffered a design delay and missed the deadline for shipment of materials by road. Despite the delays experienced in 2000/01 the project construction phase has proceeded more quickly than anticipated and the project is expected to be completed as originally planned in 2001/02. The Fort McPherson water project was established as a fast track project with all design and construction to be completed in a 12 month period. Delays occurred in negotiating and completing the contract for construction of the water intake facility and construction and delivery of the water trucks. Overall the project required 18 months to complete.

Data Source

Data was provided by managers and project staff.

2.0 Goal

The Department of Public Works and Services provides effective and efficient delivery of fuel services to communities.

2.1 Strategy – Fuel Price Restructuring

Options were reviewed for restructuring fuel prices and subsidies to support government financial, economic, environmental and social objectives. Fuel prices were increased to recover the full operating costs overall but continued to reflect a cross subsidy from low cost communities to high cost communities and from lower cost fuels such as heating oil to higher cost products such as gasoline.

Outcome and Measure

- The strategy was expected to result in a pricing structure which reflects full cost of providing the service. This would be measured by the cost of the hidden operating subsidy.

Target/Standard

- The target was to reduce the annual operating subsidy to $500,000 by March 2001 and to zero by March 2002. This target was achieved. The operating subsidy for 2000-2001 was $268,000.

Results and Discussion

Retail fuel prices were increased by $0.15 per litre on September 1, 2000 to reflect the higher cost of purchasing fuel brought on by the extraordinary increase in the world price of crude oil.

Data Source

Petroleum Products Revolving Fund 2000/01 Financial Statements.

2.2 Strategy – Private Sector Involvement

Opportunities for privatization of the Petroleum Product program were investigated.

Outcome and Measure

- This strategy was expected to result in increased private sector involvement in the provision of fuel services. This was measured by the number of communities where the private sector replaced the Petroleum Product Program as the supplier of fuel products.

Target/Standard

- The target was five additional communities served by the private sector by December 2001. During 2000/01, no additional communities were served by the private sector.

Results and Discussion

Commercialization was deferred pending consideration of the report on the Review of Electrical Power Generation, Transmission and Distribution in the Northwest Territories.

Data Source

Not applicable.

2.3 Strategy – Restructure Program Delivery

Organizational and operational changes were made to reflect the reduced scope of the program following division.

Outcome and Measure

- The expected outcome of the strategy was a decrease in overhead costs of providing the service.

Target/Standard

- The target was to reduce annual overhead costs by $750,000 in 2001-2002. The Department achieved a reduction of $400,000 in 2000-2001.

Results and Discussion

Deferral of commercialization limited the opportunity for major cost reductions.

Data Source

Petroleum Products Revolving Fund 2000/01 Financial Statements.

2.4 Strategy – Environmental Work

The Department continued with environmental assessment and remediation of sites. Work included inspection of tank farms, identification of contamination from spills and leaks, and preparation of remediation plans.

Outcome and Measure

- The strategy was expected to result in completed environmental assessments and approved remediation plans for each facility. This number of communities with assessments completed and remediation plans approved was the measure of achievement.

Target/Standard

- The target was to complete all assessments and plans by March 2001. All Phase 1 and 2 assessments and most Phase 3 assessments were completed.

Results and Discussion

Phase 3 assessments are continuing at 4 locations. In addition, a Memorandum of Understanding was established with the Department of Resources, Wildlife and Economic Development that will assign priorities to the sites that require remediation. Remediation will begin in 2002/03.

Data Source

Data was provided by managers and staff.

3.0 Goal

The Department of Public Works and Services provides effective and efficient information technology and communication services to clients.

3.1 Strategy – Security Enhancements

The Department began implementation of security recommendations from the report of the RCMP's Security and Evaluation Team.

Outcome and Measure

- The strategy was expected to result in improved security of the government data centre and data communication system. Achievement was measured by whether or not recommendations were implemented.

Target/Standard

- The target was to complete implementation by March 2001. Those recommendations within the sole authority of the Department were implemented.

Results and Discussion

Several recommendations made in the RCMP audit were immediately implemented. Many of these involved physical security of the data centre. Work on the electronic security recommendations was delayed pending implementation of the Knowledge Management Strategy, which will include a standard approach to electronic security across government.

Data Source

Data was provided by managers and staff.

3.2 Strategy – Disaster Recovery Enhancements

Business resumption plans developed for Y2K were incorporated into a departmental informatics contingency plan. A future site for a backup communications facility was identified.

Outcome and Measure

- The strategy was expected to result in improved security of the government data centre and data communication system. This was measured by whether or not a Disaster Recovery Plan was developed and implemented.

Target/Standard

- The target was to complete implementation by December 2001. Development of a formal plan was delayed pending completion of the Knowledge Management Strategy.

Results and Discussion

Work on the disaster recovery plan was delayed pending completion of the Knowledge Management Strategy. It is expected that substantive progress will be made in the next fiscal year.

Data Source

Data was provided by managers and staff.

4.0 Goal

The Department of Public Works and Services provides effective advocacy of territorial interests in telecommunication regulatory proceedings.

4.1 Strategy – Telecommunications Advocacy

The department led the government's participation in CRTC hearings related to establishment of a High Cost Serving Area.

Outcome and Measure

- The strategy was expected to result in an increased range and improved quality of telecommunication services available in northern communities at a reasonable cost. Achievement was measured by comparing the kind and cost of services available in the North with those available in southern Canada.

Target/Standard

- The target was to obtain CRTC approval of a substantive Service Improvement Plan and a High Cost Serving Area fund. The target was achieved.

Results and Discussion

The CRTC decision was highly favourable to the NWT. Long distance competition was approved for the NWT. Long distance rates were dramatically reduced, and calling plans similar to those in southern Canada were implemented. Enhanced calling features will be offered in all communities over the next 3 years. NorthwesTel received close to $70 million over 4 years from southern subsidies to upgrade its facilities and infrastructure across the north. The CRTC also agreed with the GNWT that as part of basic telephone service, all Canadians have a right to access the Internet without paying long distance charges.

Data Source

CRTC decision 2000-746

5.0 Goal

The Department of Public Works and Services provides effective and efficient delivery of record management services to clients.

5.1 Strategy – Records Management Services

Progress was made on implementation of the enhanced Records Information Management System (*IRIMS*). This is a computer system that tracks records and documents throughout their full life cycle. It starts with the creation or receipt of the record and active storage in the department. It continues to track the record through semi-active storage in the records centre and final disposal or transfer to the archives.

Outcome and Measure

- The strategy was expected to result in improved records tracking and handling. Achievement was measured by the number of departments using the system and the number of stored boxes entered at the file level.

Target/Standard

- The target was to have all departments using the system with 20% of stored boxes entered at the file level by March 2001, 50% by March 2002 and 90% by march 2003. As of March 2001, 11% of departments had adopted IRIMS with 12% of stored boxes entered into the system.

Results and Discussion

Departments have the mandate to manage their own records. The use of IRIMS is a voluntary action and beyond the control of PWS. Since many departments have not adopted IRIMS yet, the number of stored boxes entered at file level did not reach the targeted percentage. This issue will be addressed through the Knowledge Management Strategy.

Data Source

Data was provided by managers and staff.

Health and Social Services

Message from the Minister

It is my pleasure to present the Results Reports for the Department of Health and Social Services' 2000-2001 Business Plan.

The Department's Business Plan supports the directions identified in the Department's strategic plan, *Shaping Our Future*. It also refines on-going initiatives in the areas of health promotion, mental health, addictions, children and youth, continuing care, human resources and governance and sets the stage for new strategic initiatives, such as early childhood development and primary health care reform.

Strong partnerships, cooperation and collaboration exist between the Department, health and social services boards, other GNWT departments, professional associations, non-government agencies and Aboriginal organizations. Without such partnerships, the Department could not provide programs and services that meet the health and social needs of Northerners, or pursue its strategies, initiatives or its long term goals.

Hon. J. Michael Miltenberger

Vision

The Department's vision was developed in collaboration with health and social services boards:

Our children will be born healthy and raised in a safe family and community environment which supports them in leading long, productive and happy lives.

Mission

To promote, protect and provide for the health and well being of the people of the Northwest Territories.

OPERATING ENVIRONMENT

The operating environment for the Department of Health and Social Services continued to be characterized by challenges related to demographics, health status and fiscal and staffing pressures.

During 2000/01, the Department continued to place a priority on children and youth, health promotion, and mental health and addictions. The Department also continued to take measures, through investments and initiatives in the areas of core services delivery, recruitment and retention and primary health care, to ensure that adequate and effective services were available to meet the higher service needs of our unique population.

There has been improved access to health services over the past decade despite the chronic shortages of health and social services professionals; the infant mortality rate in the NWT continues to be comparable or lower to the national level; and the level of individual physical activity in the NWT continues to be on par or exceeds national levels.

Issues related to demographics and health status continue to present challenges. The NWT has a relatively young population and a high birth rate. Young populations require relatively higher levels of health and social services. These services must be responsive so that children and families are getting the services they need at an early stage. In addition, the NWT has a rapidly growing seniors population. Population projections suggest that the number of elders will double before 2018. As with children, seniors tend to have higher needs for health services, particularly in the areas of continuing and palliative care.

Compared to the rest of Canada, the incidence of preventable illness, injury and death is high in the NWT. Family violence, Fetal Alcohol Syndrome/ Effects (FAS/E) and many forms of cancer are linked to choices individuals make with regard to the use of alcohol, tobacco and drugs, or diet. Many injuries and deaths are the result of risky behaviour. Strategic initiatives in the area of health promotion focused on promoting healthy choices and personal responsibility. The four priority areas of the Department during 2000/01 were active living, healthy pregnancies, tobacco harm reduction, and injury prevention.

The Department and the Health and Social Services Boards continued to face fiscal pressures in 2000/01. Factors such as demographics, new technologies, changing medical practices, more expensive pharmaceuticals, and the changing expectations and needs of citizens all contributed to increased pressure on fiscal resources.

The chronic turnover, vacancies and national shortages of professional staff, especially doctors and nurses, continued to be a very significant challenge. Shortages and turnover rates placed the health and social services system under a great deal of stress. Recruitment and retention efforts focused on addressing the immediate, critical staffing issues and developing and implementing initiatives that will result in the long-term retention of professionals as well as the development of a Northern workforce.

In an effort to continue to improve services available to residents and better meet their needs, the Department also undertook strategic initiatives in the areas of mental health and addictions, children and youth, and continuing care. To address issues of overall system management, accountability and planning, the Department also initiated a review of board and department operations.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

To improve the health status of the people of the NWT.

1.1 Strategy and Outcome

The health promotion strategy aims to improve the health status of Northerners by reducing the incidence of preventable disease and illness. Smoking is a major cause of preventable illness, including bronchitis, heart disease, stroke and cancer. Smoking rates in the NWT are among the highest in Canada. One of the principle outcomes of the health promotion strategy will be a reduction in the number of people who smoke.

Measure

- The measure selected is the proportion of people who smoke, by age category.

Target

- Baseline information was gathered in 1999, and is presented in figure 1 and figure 2. Overall, about 12,000 adults in the NWT were smokers in 1999. This represents 42% of the adult population. In Canada, only 25% of the adult population were smokers in 1999. The target is to achieve a sustained decrease in the proportion of smokers, to levels comparable to Canadian rates, over the next ten years. Initial results will be available in 2002.

Results and Discussion

Smoking in the NWT is an acute public health concern. There is a regular smoker in 50% of all NWT households, and in some communities over 65% of the adult population smoke. These people are putting not only their own health at risk; they are also risking the health of their spouses and children. For the overall NWT adult smoking rate to equal the Canadian rate, 4,600 smokers would have to quit – at the rate of one smoker every day (and no new smokers starting). This would take 12.5 years.

Figure 1

Proportion of Smokers in the NWT, by age group (1999)

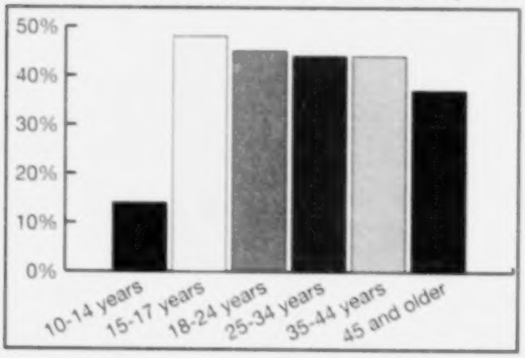


Figure 2

Age	Proportion of Smokers in the NWT	Proportion of smokers in Canada
10-14 years	14%	N/A
15-17 years	48%	N/A
18-24 years	45%	35%
25-34 years	44%	30%
35-44 years	44%	30%
45 and older	37%	18%

Data Sources

NWT Labour Force Survey (every 5 years: 1999, 2004, 2009...)

NWT Alcohol and Drug Survey (every 5 years: 2002, 2007, 2012...)

1.2 Strategy and Outcome

The health promotion strategy relies heavily on activities that increase awareness and education about high-risk behaviours that threaten personal health. In the NWT, smoking, drinking, physical inactivity, poor diet and unprotected sexual activity lead the list of high-risk behaviours. One of the principle outcomes of the health promotion strategy is an increase in awareness about the risks of smoking.

Measure

- While measuring "awareness" is possible, it would involve public surveys, which are labour and cost intensive. As a proxy (output) measure, the number of anti-smoking advertisements and public service announcements will be reported. Baseline levels were measured in 1999/00, as presented in figure 3.

Target

- The target is to sustain 1999/00 levels over the next three years.

Results and Discussion

The NWT actively participates in the national Tobacco Strategy, aimed at reducing the prevalence of smoking in people of all ages. It is particularly noteworthy that children in the NWT take up smoking at a younger age than other Canadian children, and that children between the ages of 12 to 14 are three times more likely to smoke than their southern Canadian counterparts. It is a well-established fact that the younger a person is when they begin to smoke, the more likely that they will become a life-long smoker. These facts underscore the importance of intensive public heath education and awareness campaigns directed toward encouraging children not to begin smoking.

Figure 3

1999/00 Baseline Information
142 Television Advertisements
56 Newspaper Advertisements
10 Public Service Announcements

Data Source

Department of Health and Social Services

Health Promotion Unit, annual records

1.3 Strategy and Outcome

The mental health and addictions initiative is a long-term strategy designed to improve treatment services and prevention programs. Alcohol and drug dependency is a serious mental health issue in the NWT, the impact of which is felt not only by the individual, but also by the family and community. One of the desired outcomes for this initiative is a reduction in the incidence of alcohol and drug abuse.

Measure

- Two measures have been selected – the proportion of drinkers who consume five or more drinks at a time (heavy drinkers), and the hospitalization rate for alcohol and drug dependency.

Target

- Baseline measures for the first measure were taken in 1996, and for the second measure between 1994 and 2000, as reported in figures 4 and 5 .The target is to achieve a sustained decrease in both the hospitalization rates and the proportion of heavy drinkers over the next 5-10 years. Initial results will be available in 2003.

Results and Discussion

Alcohol abuse and dependency are associated with a number of personal health risks, family issues and societal problems. The negative effects can be seen in health problems, like heart disease and cancer, injuries, motor vehicle accidents, family violence, crime, employment difficulties, absenteeism and lost productivity. The measures selected highlight two areas of major concern – heavy drinkers who are likely to put themselves and their families at risk, and the hospitalization of people whose alcohol or drug related risks have become realities.

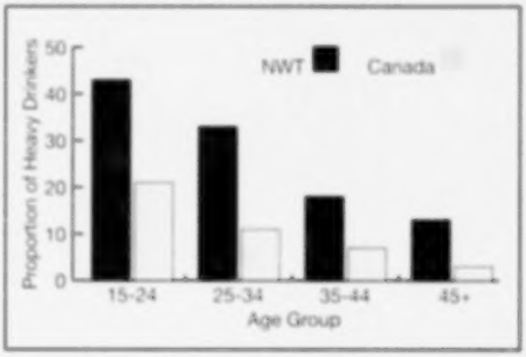
Figure 4

Hospitalization Rate For Alcohol/Drug Dependency
(rate/1000 population)
(Three Year Rolling Averages)

1994/96	1995/97	1996/98	1997/99
2.4	2.4	2.3	2.2

Statistics from the Yellowknife Detox Centre have been excluded, since it was closed down at the end of June 1997.

Figure 5



Data Sources

Heavy drinkers

Canadian Community Health Survey (every 2 years: 2000, 2002, 2004...)

Hospitalizations

Health and Social administrative database – annual reports.

1.4 Strategy and Outcome

One of the goals of the health promotion strategy is to prevent the onset of illness and disease. Since immunization (vaccination) is the most effective way of preventing the onset of communicable disease, one of the main outcomes of this strategy is to ensure that children are fully immunized.

Measure

- Immunization rates are measured by the proportion of children fully immunized to Canadian standards at age 2 and again at age 7.

Target

- Baseline data are available for the period 1995-1998, as recorded in figure 6. The target is to achieve a sustained increase over the next five years, to obtain immunization rates in excess of 90%.
- Immunization rates for two-year old children will be available in 2002.

Results and Discussion

For some communicable diseases the risk of becoming infected can be greatly reduced by vaccination. Public health immunization programs have been very successful, and a number of illnesses have become known as "vaccine-preventable". Immunization rates for vaccine-preventable diseases in the NWT vary widely, and the incidence of some vaccine-preventable diseases (especially measles and pertussis) is higher in the NWT than in the rest of Canada.

Estimated proportion of all seven year olds who were immunized.

Figure 6

	1995	1996	1997	1998
Measles	25%	62%	65%	68%
Mumps	97%	96%	88%	79%
Rubella	97%	97%	96%	95%
Pertussis	77%	81%	77%	55%
Diphtheria	80%	84%	79%	57%
Polio	85%	85%	74%	55%
Tetanus	80%	84%	79%	57%

Data Source

Department of Health and Social Services: CHMIS database, annual records.

1.5 Strategy and Outcome

One of the objectives of the health promotion strategy is to improve the health of northerners by reducing the number of preventable accidents. The desired outcome is a reduction in the number of injuries and accidental deaths in the NWT.

Measure

- The measure selected is the death rate attributable to injuries of all types. Comparative data are available for each year beginning in 1994, as presented in figure 7.

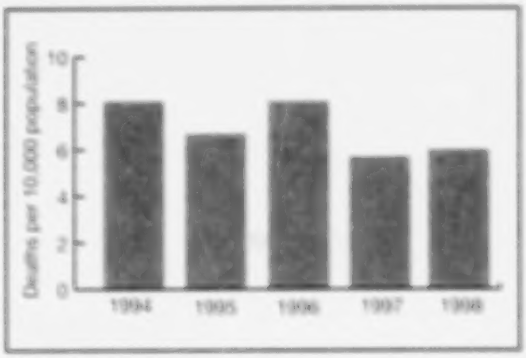
Target

- The five-year average death rate from injuries (1994-1998) was 6.9 per 10,000 population. For comparative purposes, the Canadian rate (age and sex adjusted) was 3.5 per 10,000 population per year. The target is to achieve a sustained decrease in the rate of injury deaths, to match the Canadian rate within the next ten years.

Results and Discussion

The death rate due to injuries and poisoning in the NWT is twice the Canadian average, and injuries account for 50% of all preventable deaths in the NWT. That said, the absolute number of deaths due to injuries is relatively low, and therefore this indicator must be interpreted with caution, because small fluctuations in the number of deaths can produce relatively large changes in the death rate.

Figure 7 – NWT Injury Mortality rate



Data Sources

Vital Statistics, annual mortality figures

1.6 Strategy and Outcome

The health promotion strategy aims to improve the health status of northerners, by, among other initiatives, encouraging good diet, exercise and healthy lifestyles. The outcome of these activities will help to mitigate the effects of aging, leading to a longer and healthier life.

Measure

- The measure selected to assess the impact of healthy lifestyles is the proportion of the population age 12 and older who report at least very good functional health status.

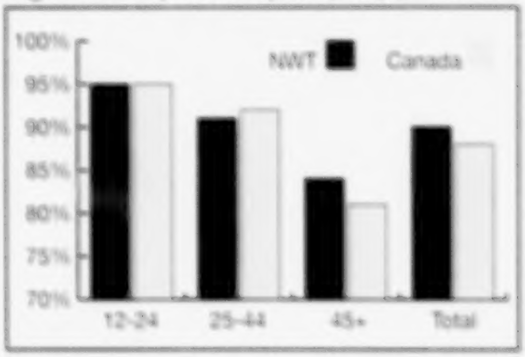
Target

- In 1996/97, 90% of the population age 12 and older reported at least very good functional health status, (figure 8) compared to 88% for Canada as a whole. The target is to sustain this level as the NWT's population ages.

Results and Discussion

Functional health status is an indicator of overall health, based on eight attributes: vision, hearing, speech, mobility, dexterity, cognition, emotion and pain/discomfort. Generally speaking, functional health status declines with increasing age. Since the population in the NWT is aging, it could be expected that the number of people reporting very good functional health status will begin to decline in the years to come.

Figure 8 – Population reporting very good functional health



Data Source

National Population Health Survey, 1996/97

Canadian Community Health Survey, every two years (2000, 2002, 2004…)

1.7 Strategy and Outcome

The health promotion strategy aims to improve the health status of northerners by reducing the incidence of preventable illness and disease. One of the outcomes of this strategy will be an improved quality of life.

Measure

- The selected measure is the proportion of the population with self-reported activity limitations – an indicator that is closely related to quality of life. Typically, activity limitations increase with increasing age.

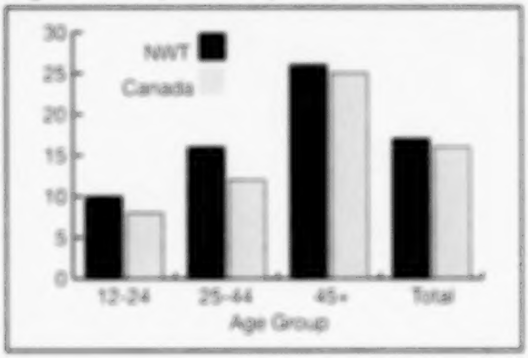
Target

- As can be seen in figure 9, in 1996/97, 17% of the population age 12 and over reported activity limitations arising from either physical or mental disabilities, compared to 16% for Canada as a whole. The target is to sustain this level as the NWT population ages.

Results and Discussion

Life expectancy in the NWT has been increasing over the past several decades, as it has in the rest of Canada. However, longer life does not necessarily imply quality of life. Activity limitations can have a profound effect on the quality of life, especially if they lead to severe problems in mobility and activities of daily living.

Figure 9 – Population reporting activity limitation



Data Source

National population Health Survey, 1996/97

Canadian Community Health Survey, (every two years, 2000, 2002, 2004).

2.0 Goal

To improve the social and environmental conditions for the people of the NWT.

2.1 Strategy and Outcome

Both the health promotion strategy and the child and youth initiative aim to improve conditions for children. Since children are particularly vulnerable to the effects of their parents smoking, two outcomes have been specifically targeted in these initiatives – an increase in the number of smoke-free homes, and a decrease in the rate of smoking-related childhood illnesses.

Measure

- The measures selected for reporting are the number of smoke-free homes in the NWT and the incidence of hospitalization for selected smoking-related illnesses in children, specifically asthma, bronchitis and pneumonia.

Target

- The targets are a sustained increase in the number of smoke-free homes, and a sustained decrease in the incidence of smoking-related childhood illnesses over the next five to ten years. In 1999, 50% of all households in the NWT were smoke-free (figure 10).
- The incidence of hospitalization for asthma, bronchitis and pneumonia in children has been decreasing since 1994, as seen in figure 11.

Results and Discussion

Exposure to environmental tobacco smoke (ETS), also known as "second-hand smoke", carries with it the same health risks for non-smokers as smoking does for smokers. ETS is known to cause cancer, heart disease and respiratory illnesses. Children are particularly vulnerable to ETS inside the home if one or both parents smoke in the house. In the NWT, during 1999, an estimated 6,100 children under the age of 15 lived in a home where smoking occurred regularly.

Figure 10 – Smoke-Free homes in the NWT

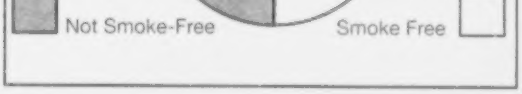
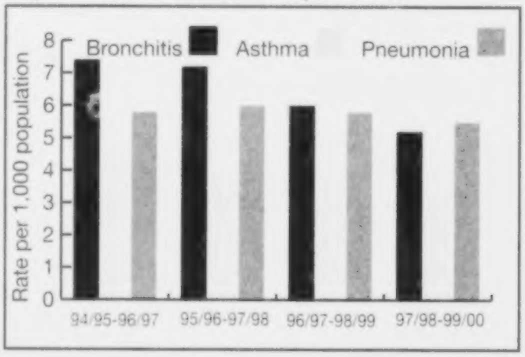


Figure 11 – Childhood Hospitalization



Data Sources

Childhood Illnesses

CIHI Hospital Discharge Abstract Database

Smoke Free Homes

NWT Labour Force Survey (every 5 years, 1999, 2004, 2009...)

Canadian Community Health Survey (every 2 years, 2000, 2002, 2004...)

2.2 Strategy and Outcome

The continuing care strategy aims to enhance the availability of community- and home-based services as alternatives to institutional care. One of the major outcomes of this strategy will be that more people will be able to receive necessary care services in their homes and home communities for longer periods of time.

Measure

- Two measures have been selected: the proportion of seniors receiving continuing care in their home and/or home community and the number of people receiving continuing care services outside of the NWT.

Target

- Baseline measures taken in 2000/01 (as recorded in figures 12 and 13) indicated that 24% of all seniors were receiving home care services, while 6.5% of all seniors spent some time in a long-term care facility during the 2000/01 fiscal year.
- The target is to achieve a sustained increase in the proportion of seniors receiving home/community care services.

In 2000/01, 21 individuals were receiving continuing care services outside of the NWT. The target is to achieve a sustained reduction in this number.

Results and Discussion

During the consultations that led to the development of the department's Strategic Plan people were very clear that they wanted access to services as close to home as possible. This is particularly important for seniors, who do not wish to be separated from family and friends as they grow older and become more in need of support services. Home care services in particular can do much to sustain a high quality of life, close to family, for many seniors.

For the purposes of most NWT programs, seniors are defined as persons aged 60 years and over.

Figure12

Proportion of seniors receiving home care	Proportion of seniors that spent some time in long term care facility
23.5%	6.5%

Figure 13

Number (proportion) of people receiving care outside the NWT in 2001
21 (0.79%)

Data Source

Department of Health and Social Services

Seniors Database, annual records.

3.0 Goal

To improve integration and co-ordination of health and social services by government, non-government agencies, and private and volunteer sectors.

3.1 Strategy and Outcome

The child and youth initiative is intended to improve the programs and services available by, among other things, promoting community-based healing and prevention programs. A good example of these is the innovative Plan of Care committees that are enabled through the new Child and Family Services Act. The desired outcome is to have more child protection concerns dealt with through community Plan of Care Committees, instead of being referred to the court system.

Measure

- The measure selected is the proportion of child protection cases resolved through Plan of Care Agreements, compared to those referred to the court system for resolution. Baseline data were collected between 1999 and 2001, as recorded in figure 14.

Target

- During the baseline period, 50% of child protection cases were resolved through Plan of Care Agreements. The target is to sustain an increase in this proportion over the next five years.

Results and Discussion

The new *Children and Family Services Act*, which came into effect in October 1998, requires a greater emphasis on ensuring that the child's best interests are considered.

The 1999/2000 figures represent the initial data collected under the new legislation. It is expected that data for subsequent years will show that a trend to more referrals to Plan of Care Committees is developing.

Community Plan of Care Committees assist parents and social workers to use local resources to resolve child protection issues. The committees, which are voluntary, are used as a preferred option to referring the child protection matters (such as abuse and/or neglect) to the Territorial Court system. The committees – parents, social worker and community members – work together to develop a plan of action that will ensure the safety of the child, and maximize the chances that the child can remain at home, or in their home community.

Figure 14

	Number of cases referred to Plan of Care Committee	Number of cases referred to Territorial Court	Total number of cases
1999/2000	203 (49.8%)	205 (50.2%)	408
2000/2000	248 (50.5%)	243 (49.5%)	491

Data Source

Department of Health and Social Services

CFIS Database, annual records.

3.2 Strategy and Outcome

Activities under the Children and Youth Initiative will enable the Department to improve the integration of programs relating to protection, early intervention and prevention services for children, youth and families (particularly those at risk).

Measure

- An Action Plan in response to the Child Welfare League of Canada report which was published in June 2000.

Target

- The Department's activities focused on the recommendations in the Child Welfare League of Canada's report.
- A three-year action plan was developed. The plan targets new resources for additional community social services worker positions, training, information management and program development. The new resources will be used to address a growing number of cases, which are complex in nature.

Results and Discussion

Funding of $2.4 million was approved for Year 1 of the Action Plan, specifically for the staffing of 10 new child protection workers positions, statutory and competency based training, and program development.

Use of a computerized information management system was implemented and child protection workers were trained in its use. This integrated support system assists social workers and managers in improving the delivery of services under the *Child and Family Services Act*. With these new resources, and an emphasis on the best interests of the child under the *Child and Family Services Act*, it is expected that a growing number of cases will be referred to Plan of Care Committees rather than to the courts.

Data Sources

Department of Health and Social Services

3.3 Strategy and Outcome

The purpose of the Children and Youth Initiative is to improve the network of programs and services to children and youth. The initiatives will focus on increasing the capacity of existing northern treatment facilities, repatriating clients currently in long term southern placements (wherever practical and economical), promoting community-based healing and prevention programs, and promoting early childhood development.

Measure

- A child and youth profile and initiative

Target

- During 2000/01 a framework was developed to guide the planning, continuation and implementation of programs and services for children and youth in a coordinated manner.

Results and Discussion

A child and youth initiative and profile were developed and the information was rolled into comprehensive planning efforts undertaken jointly with the Department of Education, Culture and Employment in the preparation of an Early Childhood Development Action Plan.

Data Sources

Department of Health and Social Services

3.4 Strategy and Outcome

There are long term and lasting benefits associated with early childhood development, which has been identified as a government priority and Territorial strategy that requires increased investment at the Territorial level.

Measure

- A detailed framework and action plan for implementation over three years.

Target

- An Early Childhood Development Framework and three year Action Plan were developed during 2000/01. The development of these materials involved consultation with stakeholders in a joint initiative between the Departments of Health and Social Services and Education, Culture and Employment. Implementation was in an early stage by the end of the 2000/01 fiscal year. An evaluation framework is also being developed.

Results and Discussion

It has been recognized that investments in early childhood development pay off, in the long-term, by saving resources in the areas of education, health, justice, child protection and income support system.

Activities and initiatives in the NWT will focus on four key areas identified in the Action Plan, namely parenting and family support; pregnancy, birth and infancy; early childhood care; learning and community supports.

Data Sources

Department of Health and Social Services

3.5 Strategy and Outcome

The Addictions, Mental Health and Family Violence Prevention Strategy is a long-term initiative to improve mental health and addictions treatment services and prevention programs in the NWT. The goal is to better meet the needs of Northerners providing these programs and services.

Measure

- Alternative programming for addictions/ healing (gender and age-oriented options)

Target

- *Working Together for Community Wellness*, a draft Addictions, Mental Health and Family Violence Prevention Strategy for the NWT was released in March 2001.
- Gender-sensitive program options for addictions treatment, healing and recovery as well as appropriate programs for children, youth and families were examined. A number of alternative programming options were developed and piloted. Standards for mobile treatment programs were also developed.
- Pilot projects for six mobile programs were completed (4 women's programs and 2 youth programs); and a women and children's healing and recovery program began in Yellowknife. The Yellowknife model can be adapted for regional use by identifying and supporting the collaborative and efficient use of resources available in communities and regions.

Results and Discussion

No statistical data was developed for these pilot projects. The mobile treatment projects are being evaluated in 2001/02 to assess their effectiveness and potential use for people suffering from addictions. The women and children's pilot program will be assessed in 2002/03 to determine its effectiveness for victims of trauma.

Data Sources

Department of Health and Social Services

4.0 Goal

Develop more responsive, responsible and effective methods of delivering and managing services.

4.1 Strategy and Outcome

Development of a model for the delivery of primary health care that will meet the unique needs of the NWT. Initial discussions have been undertaken with the health and social services boards and negotiations are underway with the Government of Canada regarding the Primary Health Care Transitional Fund.

Primary health care is already a reality in many NWT communities. Nurses or social workers are the primary gatekeepers to the system and refer clients to physicians or other professionals as required.

Measure

- Develop a Primary Health Care Model for the NWT.

Target

- Model developed during 2000/01, with implementation to occur during the next 3-5 years and timed with developments in physician and nursing professions in the NWT.
- A standardized physician contract was developed for use across the NWT. This contract was introduced in April 2001.
- Activities also included the continued development of a three-level advanced nursing education program – an Introduction to Nurse Practitioner course, a university-accredited Nurse Practitioner Program and continuing education program, all of which are targeted at increasing the skills of nurses in isolated communities.

Results and Discussion

Collaboration and dialogue with professional associations representing doctors, nurses, social workers and other health professions is ongoing and critical to the success of such an initiative.

Administration of the medical clinics by the health and social services boards and purchase of the Yellowknife medical clinics by the GNWT was seen as an opportunity to introduce a primary health care model. This model will allow doctors to dedicate more time to promote health, prevent and care for illness and manage ongoing health problems.

Discussion regarding the development of pilot collaborative practice projects was also initiated.

An evaluation framework will be developed to assist in the identification of longer term measures and targets for primary health care.

Data Source

Department of Health and Social Services

4.2 Strategy and Outcome

Change is required to address significant challenges in the NWT-wide health and social services system. The areas of challenge include the sustainability of the system in the face of limited resources and increased demands; the capacity to maintain quality of care; accountability within the system; and coordination and sustainability of services delivery across nine boards in the NWT.

Measure

- A report on the composition, structure and management of the health and social services system, with a view to improving its overall function.

Target

- During 2001/02, the Department initiated a comprehensive review of the health and social services system in the NWT. The review was launched to look at governance structure, accountability mechanisms, board management, system resourcing and services delivery.

Results and Discussion

The review was completed in the 2001/02 fiscal year. An action plan will be developed in the 2001/02 fiscal year so that implementation of system reforms can begin.

Data Source

Department of Health and Social Services

4.3 Strategy and Outcome

The Human Resources Strategy will address the unique human resource needs of the NWT's health and social services system. The desired outcome is the creation of a stable Northern work force that meets both short and long needs.

Measure

- Sustained decrease in turnover and vacancies rates for indeterminate positions; and sustained increases in the average length of employee service and in Northern participation in health and social services work force.

Target

- Targets include a sustained decrease in rates of turnover and vacancies during the next 3-5 years; a sustained increase in average length of service during next 3-5 years; and a sustained increase in the number of Northerners in indeterminate positions in the health and social services work force.

Results and Discussion

Human Resources Plan developed during 2000/01, for implementation during next three years and coordinated with implementation of Primary Health Care model. Builds on and complements the Recruitment and Retention of Health and Social Services Professionals: A Plan to Address Critical Needs, published in February 1998.

Other developments included the establishment of a Territorial Workplace Safety, Health and Well-Being Committee to address concerns that negatively impact front line staff, development of practicum and preceptorship bursaries, and expansion of the mentorship and bursary programs to encourage Northern students to return to the NWT after graduation.

Data Source

Department of Health and Social Services

4.4 Strategy and Outcome

High turnover rates for health and allied professionals, coupled with recruitment issues in a highly competitive marketplace, have been identified as a major issue in the timely delivering of services to meet people's needs. Stabilization of the health and social services workforce is one of the principal outcomes for the human resource initiative.

Measure

- Two measures have been selected to assess the stabilization outcome – the annual turnover rate for indeterminate positions, and the proportion of the workforce with more than ten years of service.

Target

- Baseline measures taken in 2000/01 and reported in figures 15 and 16 indicated that the annual turnover rate for indeterminate positions was 15%, and that 27% of the workforce had more than ten years of service. The targets are to decrease the turnover rate, and to increase the proportion of the workforce with more than ten years of service.

Results and Discussion

Most people in the NWT rely on services from the Department of Health and Social Services at one point or another during their lifetimes. The quality of services depends, among other factors, on the relationship between the service provider and the client. It is important that service providers understand their clients and communities, and this can only happen over time. Efforts to support staff, to encourage them to remain in their positions, and to become part of the community will be rewarded by an enhanced relationship between client and provider.

Figure 15

Staff Turnover

1999/00	2000/01
20.1%	15.4%

Figure 16

Length of Service by % of Employees

>1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	20 + + Years
20%	36%	17%	16%	7%	4%

Data Sources

Department of Health and Social Services

Administrative databases, annual records.

Justice

Message from the Minister

In 2000-2001 the Department of Justice built on the accomplishments of the last few years, especially in the area of community justice and corrections.

In partnership with communities the Department was able to increase the number of Community Justice Committees. As a result, more communities were directly involved in making decisions about their own justice issues. Working in partnership with MACA and the RCMP the Department also saw an increase in the number of trained Community Constables. As a result, more local people were able to participate in policing in their communities.

In the area of corrections the Department began work on new correctional facilities for adult and young offenders, developed a stand-alone community probation service and started work to improve the Wilderness Camp Program. These initiatives are part of the Department's plan to provide places and opportunities for offenders to learn and heal.

This work and the accomplishments of 2000-2001 support the priorities of the Government and continue to improve the way that justice is delivered to the people of the Northwest Territories.

Hon. Roger T. Allen

Justice

Vision

Residents of the Northwest Territories (NWT) will have a justice system that meets their needs, ensures their rights and reflects their cultural aspirations and values. All residents will have ready access to essential legal services. Core services provided by the Department of Justice will continue to support a stable economic and social framework necessary for economic growth, political stability and social development.

Communities will be safer and levels of crime will be reduced. They will have increased decision-making powers and responsibilities, and will participate in the supervision and co-ordination of programs for victims and offenders. They will also have community justice committees and police officers that are well integrated into the life of the community.

The Department will provide a network of support services for offenders that complement community initiatives, including alternative homes, camps and culturally appropriate correctional programs and treatment services. These services should give offenders an opportunity to change their behaviour and lead productive lives.

Mission

The mission of the Department of Justice is to:

- assist communities to develop safe and secure environments;
- ensure that the NWT is a just and law-abiding society with accessible, efficient and fair courts;
- provide quality services to the government, client departments and agencies, and the public; and
- promote justice and respect for rights and freedoms, the law and the Constitution.

The Department of Justice has the mandate for the administration of justice in the NWT, including policing and corrections.

OPERATING ENVIRONMENT

The recent history of the Northwest Territories is one of profound change. All social change, positive and negative, has an effect on crime and legal issues. The services offered by the Department of Justice must keep pace with the changes in our society and anticipate its needs in the future. This includes dealing with crime and its effects. It also means providing the legal framework necessary to support the NWT's growing economy.

Between 1991 and 1999, statistics showed a continued decrease in violent and property crimes in the NWT. However, in this period, our overall crime rate rose due to an increase in "other" crimes most notably in administration of justice and mischief offences. Compared to the national levels, the crime rate in the north is almost three times as high as the national average and the rate for violent crime is about five times the national average.

In response to these factors, and in support of the 14th Assembly's key goals and priorities, the Department focused on the following areas during the fiscal year 2000-2001:

- continued efforts to build community capacity and find alternatives to the formal justice system, so that a range of options are available for dealing with crime;
- victim support services, crime prevention initiatives and other activities that promote safe communities;
- investment in new corrections facilities and in developing and delivering programs that support offender rehabilitation;
- continued implementation of the new community supervision program.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

Decreased dependence on the formal justice system and increased capacity of communities to address their own justice issues. In support of the Legislative Assembly's priority "Healthy, educated Northerners making responsible personal choices for themselves and their families."

1.1 Strategy

Support the development of community capacity through the establishment and support of Community Justice Committees.

1.2 Strategy

Support the development of a community approach to policing initiatives.

1.3 Strategy

In partnership with MACA, continue to support the Community Constable Program.

Outcomes

- Communities have the capacity to address their own justice issues.
- Local people are involved in policing in their own communities.

Measures and Targets

- Number of active Community Justice Committees.
- Number of diversions from the formal criminal justice system.
- Full utilization of funding available for Community Justice Committees.
- Number of community constables trained and appointed increased by 20%.
- Number of Memoranda of Understanding (MOU) signed with communities on the use and role of Community Constables, 90% of MOU signed.

Results and Discussion

The number of Community Justice Committees increased by 24%, from 17 committees in 1999-2000 to 21 committees in 2000-2001. This represents increased interest, involvement and support for community based solutions to justice issues.

There were 207diversions, 136 of these were with youth in 2000-2001. The number of diversions indicates participation in local justice matters by the communities.

All contribution funds were disbursed. All committees with workplans used their funding and three received supplementary funds. This result indicates the ability of committees to plan and then to follow through or exceed their plans for local justice activities.

12 Community Constable were active in 1999-2000. A further 7 Community Constables were trained and appointed in 2000-2001. This represents an increase of 58%. MOU's have been signed with all communities with a trained community constable (100%).

These results show an increase in policing capacity in northern communities. They also indicate interest and participation in community policing services.

Data Source

This information was collected by the Community Justice Division from the Community Justice Committees, and the RCMP.

2.0 Goal

Safe, secure custody and control of offenders. In support of the Legislative Assembly's priority "Healthy, educated Northerners making responsible personal choices for themselves and their families".

2.1 Strategy

Reduce overcrowding at institutions by ensuring that offenders are housed at the minimum level of security necessary.

2.2 Strategy

Provide for the construction of new facilities.

2.3 Strategy

In collaboration with the Department of Health and Social Services, decrease use of Yellowknife Correctional Centre for special needs offenders.

2.4 Strategy

Continue to develop alternatives to incarceration.

Outcomes

New facilities provide sufficient housing and program space so that:

- Offenders in custody are safe and secure;
- Offenders are housed at the minimum level of security necessary;
- Fewer special need offenders are held at Yellowknife Correctional Centre;
- Offenders are able to access alternatives to incarceration.

Measures and Targets

- Begin the design of the new North Slave correctional facilities. Site is identified so that capital improvements may begin.
- Complete the design of the new female young offender facility in Inuvik. Construction of the new female young offender facility in Inuvik begins.

Results and Discussions

Design began on the North Slave Correctional Facility and the site was obtained. The site for the Inuvik Female Young Offender Facility was obtained. These results indicate progress on the provision of suitable facilities for offenders to learn and to heal.

Data Source

Information was collected from Corrections Services, Capital Project Officer.

3.0 Goal

Effective community supervision of offenders. In support of the Legislative Assembly's priority "Healthy, educated Northerners making responsible personal choices for themselves and their families".

3.1 Strategy

In partnership with the Department of Health and Social Services, continue to integrate community supervision into the Corrections Service and develop a stand-alone probation service.

Outcomes

- A stand alone probation service is developed in partnership with the Department of Health and Social Services.

Measures and Targets

- The percentage of probation service positions staffed and trained will reach or exceed 50%.

The number of federal inmates who are eligible for parole because the requisite community assessment is incomplete. The Department plans to complete 90% of community assessments required by the National Parole Board.

Results and Discussion

All of the probation positions were staffed. All staff received training related to this new program. No applications for parole by federal inmates were delayed. The completion rate for community assessments exceeded 97%.

Data Source

Corrections Services: Community Supervision Program (Probation).

4.0 Goal

Offenders receive appropriate programming support. In support of the Legislative Assembly's priority "Healthy, educated Northerners making responsible personal choices for themselves and their families".

4.1 Strategy

Undertake a review of the on-the-land camp program to determine the optimum camp program for the resources available.

4.2 Strategy

Identify the reasons for the sharp increase in incarceration rates for young offenders.

4.3 Strategy

Design new facilities to provide optimum programming space in institutions.

Outcomes

- Offenders receive appropriate programming support.

Measures and Targets

- Implementation of a new system to track offender recidivism.
- Alternatives to institutional incarceration, number of on-the-land camps.

Results and Discussion

Corrections Offenders Management System not completed in 2000-2001.

The number of on-the-land camps remains the same.

In addition to work on the new facilities, work also began on the review of the Wilderness Camp Program. Analysis of the incarceration rates for young offenders showed that there was no one reason contributing to this increase. The rates have since returned to normal levels. It was concluded that this was a temporary increase.

Data Source

Corrections Services.

NWT Housing Corporation

Message from the Minister

I am pleased to submit the Northwest Territories Housing Corporation's 2000-2001 Results Report.

The Northwest Territories Housing Corporation is committed to providing opportunities for communities to become accountable for their own choices in housing. By working together, opportunities are provided for all community residents to have homes that support a healthy, secure, independent and dignified lifestyle.

We hope to continue moving toward our goals and look forward to another creative and dynamic year with our staff and community partners.

Hon. Roger T. Allen

Vision

The Northwest Territories Housing Corporation is committed to working in partnership with communities to assist them to become responsible for their own choices in housing. By working together, all community residents are provided with opportunities for homes that support a healthy, secure, independent and dignified lifestyle.

The Northwest Territories Housing Corporation, in partnership with all NWT residents and community organisations, is responsible for the provision of adequate, suitable and affordable housing. Through the fulfilment of this responsibility, the Northwest Territories Housing Corporation contributes to the development of a healthy NWT housing industry, which has a positive impact upon territorial, regional and local economies.

Mission

The Northwest Territories Housing Corporation, in partnership with all NWT residents and community organizations, is responsible for the provision of adequate, suitable and affordable housing. Through the fulfillment of this responsibility, the Northwest Territories Housing Corporation contributes to the development of a healthy NWT housing industry, which has a positive impact upon territorial, regional and local economies.

The mandate of the Northwest Territories Housing Corporation is to assist communities to assume the role of providing housing to their residents and to contribute to Northern economic development. This is achieved by providing mentorship and support to communities in the areas of technical research and services, financial support, information sharing, training, and economic development.

OPERATING ENVIRONMENT

External

The external critical issues in housing that have been identified through the environmental scan and must be addressed are:

- the continued shortage of affordable, suitable and adequate housing;
- migration of residents from smaller to larger communities to access employment and education opportunities;
- lack of employment and economic development opportunities has contributed to lower individual and household incomes making it difficult for people to help themselves meet their own housing needs;
- funding from the Canada Mortgage and Housing Corporation for existing social housing is declining and will be eliminated in 2038, meaning more resources need to be dedicated to the O&M of the existing public housing inventory;
- growing number of private households with adequacy problems requiring repairs; and
- high cost of utilities (water, electricity and heating fuel) is consuming a greater share of the Corporation's resources.

Internal

- The Corporation's most valuable resource – its employees – have experienced tremendous organizational change over the last few years. There has been a significant loss of experienced and knowledgeable staff across all sectors of the Corporation caused by a combination of several factors, including:
- major funding reductions at the national and territorial level;
- corporate downsizing and reorganization;

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

Increase the impact of housing industry on territorial employment and business development

1.1 Strategy – Business Development

Pursue opportunities to open new markets to support the development of NWT private sector businesses in the emerging housing industry.

1.2 Strategy – Northern Manufactured Product

Pursue opportunities with the private sector that will establish Northern manufactured products.

Outcome and Measure

- Number of people employed in the housing industry and the Northern Manufactured product sector.
- Dollar value of the housing industry and new market development.

Target/Standard

- Increased employment and business opportunities

Results and Discussion

The Corporation has completed additional sales of housing projects to Alaska. A 5-plex Seniors facility was completed in Stebbins, Alaska as well as material for a 3-bdrm unit and material packages for a 3 unit retrofit for the 2000/2001 period. The value of the combined projects exceeds $1.2 million with all materials purchased from NWT suppliers and manufacturers. The Corporation purchased additional materials from Northern suppliers/manufacturers to complete additional projects, including units for the RCMP and Parks Canada. Projects are estimated at $1.4 million. The Corporation is negotiating additional projects that have the potential to exceed $2 million dollars for future delivery years.

Corporation activities in the housing sector supported active employment for 680 positions in the NWT.

Data Source

Internal Corporation tracking of dollar value of business development contracts; and NWT Stats Bureau measurement model of impact on housing industry employment numbers.

2.0 Goal

Improve housing conditions in the territory, which supports;

2.1 Strategy

Sale of Public Housing: Sell public housing units in communities with excess capacity and use proceeds to construct new units in communities with shortages;

2.2 Strategy

Housing Needs Survey: Change Corporation programs to increase effectiveness in response to critical issue;

2.3 Strategy

Maintain existing community housing stock: Maximize the lifespan of the existing public housing stock by accelerating the maintenance and renovation schedules.

2.4 Strategy

Pursue Federal Funding: Obtain federal government for both new public housing units and to continue existing funding levels.

Outcome and Measure

- Public housing condition rating percent of housing stock.
- Private housing percent of households with adequacy problems.

Target/Standard

Public Housing Condition Ratings:

- 71% rating for 90% of units;
- 70 to 51% rating for 10% of units;
- 50% or less rating for 0% of units.

Private housing adequacy:

- Reduce adequacy problems from 13.5% to 10.0% over the life of Business Plan.

Results and Discussion

The Corporation has successfully signed bilateral agreements with the Federal government for $7.5 million over four years for the NWT to be spent on affordable housing option across the Territory.

The Corporation provided $7.2 million in public housing maintenance funding in 2000-2001 and spent an additional $9.2 million in capital replacement and upgrades to extend the useful life of our public housing portfolio. This represents an increase over the previous period of over $1.2 million. Effective at the end of the reporting period, 100% of public housing units had a condition rating at or exceeding 70%.

Data Source

NWT Housing Condition Rating Reports; and Internal Audited Financial Statements.

3.0 Goal

Improve the quality of advice, assistance and support provided to LHOs, communities and Aboriginal housing organizations, which supports;

3.1 Strategy

Research: Expand the Corporations research capacity to provide better assistance on new products/services available in housing;

3.2 Strategy

Consultation: Strengthen consultation processes with key stakeholders (i.e.: LHO's, Aboriginal groups);

3.3 Strategy

Corporate Communications Strategy: Develop and improve corporate/community communications as well as corporate communications with the public.

3.4 Strategy

Implement a five district operational structure for the Corporation.

Outcome and Measure

- Percent of Local Housing Organizations/communities satisfied with advice, assistance and support by the Corporation.

Target/Standard

- Improved perception of Corporate performance.

Results and Discussion

The Corporation conducted a Survey in 1999/2000 of all LHOs to determine where our community partners need increased support and assistance. Overall, the Corporation received a 53% approval rating from the LHOs indicating the need for improvement in all areas of support. District and Territory wide meetings between LHOs and the Corporation are being set up to allow for the exchange of information and to determine what the LHOs are looking for in terms of support, assistance and research. The Corporation plans to update the survey information through another survey scheduled for the 2001-2002 fiscal year. This will allow a direct comparison and able the Corporation to effectively measure results.

The Corporation successfully implemented a new five District operational structure. In addition, the Corporation developed and implemented its new "Community Communications Protocol". The new protocol requires increased community visits by staff and senior district management staff as well as increased public meetings. It sets minimum visit and meeting requirements for each community.

Data Source

Local Housing Organizations Client Satisfaction Survey – March 1999
(Summary Report), prepared by the Operations Division of the NWT Housing Corporation.

4.0 Goal

Improve the morale of employees in the Corporation so that collective staff experience is not further reduced.

4.1 Strategy

Staff Retention: Pursue strategies and opportunities to encourage existing staff to stay.

4.2 Strategy

Staff Involvement: Increase the involvement of Headquarters and District staff in corporate decision-making.

Outcome and Measure

- An increase in staff morale.

Target or Standard

- A notable increase in the % of staff satisfied.

Results and Discussion

The Corporation completed a Survey of its employees to determine areas of staff concern. There was a clear indication that many employees are satisfied with their employment (average 60% level of satisfaction) but there were a number of areas identified, primarily related to employee support for training and advancement as well as manager's development.

An Employee Advisory Committee is being set up (with staff volunteers) to work with Senior Management. As well, Senior and Middle Managers in the Corporation attended a weeklong session on Labour Relations and Harassment in the Workplace.

The Corporation has set targets and increased funding to training initiatives. Retention initiatives have been put in place and internal committee's are being expanded to direct more staff input into the decision making process.

The Corporation has committed to updating previous survey data through a new survey early in the 2001/2002 fiscal period. This will allow a direct comparison and able the Corporation to effectively measure results.

Data Source

NWT Housing Corporation Employee Survey – February 1999 Survey Results Report, prepared by Terriplan Consultants Ltd. Yellowknife, NT

Education, Culture and Employment

Message from the Minister

In keeping with this Government's commitment to demonstrate our accountability, I am hereby submitting the 2000-2001 Results Report. Residents of the Northwest Territories identified our priorities and this report documents the strategies, key accomplishments and results achieved during the last year.

The Department of Education, Culture and Employment (ECE) has invested in early childhood programs focusing on the needs of parents and families, improving the quality of the education system through smaller class sizes and increased student support services.

This Department has also linked jobs with specific training and programs to help make successful transitions from school to work, and has helped prepare students for jobs in the resource sector. ECE has improved linkages across social programs and increased the involvement of Aboriginal governments in decision-making with regard to education, culture and employment.

It is my pleasure to provide you with this Results Report, and to offer my best wishes to the people of the Northwest Territories.

Hon. Jake Ootes

Education, Culture and Employment

Vision

A new vision for learning was first described in in *People: Our Focus for the Future - A Strategy to 2010*

- A community where every child grows up knowing who they are and where everyone in the community has a strong sense of belonging based on learning which is founded on their culture, language and heritage.
- A community where people respect learning as a means to provide shelter, to feed and clothe themselves, to maintain their health, to live with a sense of dignity and to respect and live in harmony with the land and with members of their community.
- A community where people value learning whether it is on the land, in the classroom, in the community, from elders and family members or in the workplace and where they have opportunities at every stage of their lives to learn how to survive and mature and contribute to an ever advancing civilisation.
- A community where people accept personal responsibility for their learning and their children's learning, where they work together to develop their own vision for learning in the community and continually nurture it, and where they develop and deliver those programs and services to ensure this vision is translated into action.
- A community that has a strong identity with the larger world and that has the ability to take advantage of all aspects of technology to communicate and share learning with communities throughout the world.
- A community that gives its youth the skills they need to compete for jobs in their community in the world, that knows, however big or small, it is part of the global village and is committed to lifelong learning.

Mission

Our mission is to invest in and provide for the development of the people of the Northwest Territories, enabling them to reach their full potential, to lead fulfilled lives and to contribute to a strong and prosperous society.

OPERATING ENVIRONMENT

In 2000-2001, the NWT has the second highest birth rate and second youngest population in Canada. 43% of the residents are under 25 years of age. 1996 Census statistics note that 22% of the NWT population is in school (K-12) compared to 18% in the rest of Canada. This means that 20% more students need to be educated than similar sized populations elsewhere in Canada.

According to the same statistics, there were about 4,085 pre-schoolers in the NWT: 59% Aboriginal and 41% non-Aboriginal. This demand will continue to increase with the projected rate of growth of the pre-school population about 2.5% this year and in future years.

NWT students stayed in school longer and had a greater opportunity to do well at school and graduate. This year 98% of students have access to high school courses in their home communities. 295 students graduated from high school this year.

Youth made up 24% of the NWT's working age population compared to 20% for all of Canada. Current trends indicate that more than 300 young people will enter the NWT labour market this year and every year.

NWT participation in postsecondary education is high and continues to increase. About 8% of the 18-24 age group is enrolled in postsecondary programs in northern and southern institutions, up from 5% in 1993.

The north's developing non-renewable resource sector (oil and gas and diamond industry) has created new job markets and training needs. This requires new program design and new targeted delivery programs for northerners to participate in training and employment opportunities.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

An integrated and comprehensive system of childhood development programs that develop healthy, educated northerners who make responsible personal choices for themselves and their families.

1.1 Strategy – Integrated Early Childhood Development Program Model

Health and Social Services and ECE work together to support and promote an integrated service delivery model through a range of programs, services and initiatives.

- Promote collaborative approaches for children's programming.
- Share with Health and Social the lead on development and implementation of an interdepartmental territorial agenda that promotes integrated approaches to children's programming.
- Improve accountability and linkage across the GNWT departments responsible for children: Justice, Health and Social Services, ECE.
- Increase access to information about early childhood programs and services.
- Implement new daycare subsidy guidelines.
- Encourage and promote culture based early childhood programs.
- In three stages, promote, support and deliver community based support services for parents.
- Support and enhance the role of the family in early childhood development.
- Develop approaches to make reading materials more easily available to parents.
- Develop and offer parenting courses.

Outcome and Measure

- Inventory of Early Childhood Development (ECD) programs available and accessible to the public.
- ECD Action plan available and accessible to the public.
- Positive health and safety inspection reports.
- Publication and availability of Early Childhood program "Best Practices" document.
- Number of educators taking professional development training.

Target/Standard

Agenda for children:

- Complete and distribute inventory of programs for children and youth.
- Develop and implement departmental action plan for children.
- Maintain and monitor health and safety standards for family and community-based programs for children.
- Develop an Early Childhood program "Best Practices" document.
- Provide professional development training for Early Childhood educators and Teaching and Learning Centres on Culture Based Education and Early Literacy during 2001-02.

Results and Discussion

An ECD Action Plan has been developed which incorporates an integrated service delivery model for a collaborative approach to children's programming.

The ECD Framework for Action has been developed and is available for distribution. The Plan includes a home visitation program and a language support worker initiative.

Annual daycare inspection takes place to ensure health and safety standards are maintained and monitored and to ensure licenses are issued.

New daycare subsidy guidelines were implemented across the NWT March 1, 2000.

Aurora College continues to deliver the ECD program including cultural awareness. Aurora College is working with the Yukon College to deliver the course through distance education.

ECE held preliminary discussions with the NWT Literacy Council towards future training of community facilitators to hold parenting workshops.

Data Source

ECE related source documents: ECE Framework and Action Plan, daycare subsidy guidelines.

2.0 Goal

Healthy Schools support student development and success enabling Aboriginal and public governments to operate cooperatively with no reduction in program and service levels.

2.1 Strategy – Effective Student Support Services

Provide effective student support services enabling all students access to an education program in a regular classroom setting.

- Increase support services available for all students according to their needs through development of integrated student support counseling services and enhanced training for educators.
- Promote "stay in school" initiatives.
- Implement strategy to enhance and expand senior secondary programming in order to increase student success.
- Increase delivery of on-line distance learning for senior secondary students.
- Develop a "Best Practices" resource for K-6 with an emphasis on strategies for culture-based education.
- Provide leadership on Aboriginal component of the Social Studies curriculum framework for the Western Consortium.
- Support Special Needs Assistant Training.
- Establish a four-year plan for additional resources to reduce pupil teacher-ratios and increase student supports.
- Complete Student Support Needs Assessment.
- Increase support to teachers and principals through the Teacher Induction Program (mentoring), Education Leadership Training Program and Principals' Conference.
- Develop implementation and evaluation plan for career development within the K-12 system.
- Assist Education Authorities with development of their education plans.
- Provide Education Councils and Authorities, and school staff with development opportunities in areas such as student support, curriculum and board development.
- Provide regular parenting information and workshops.

Outcome and Measure

- Percentage of students graduating.
- Number of senior secondary courses available; number of students accessing courses through on-line learning.
- Number of schools offering culture-based programs; publication of Dene Kede 7-9.
- Number of students able to realize their learning goals as specified in their own learning and career program plans.
- Completed student support plans in place.
- Number of staff development sessions offered to address literacy and language learning.
- Number of education authorities receiving training.

Target/Standard

- Increase graduation rates 4% annually.
- Increase availability of senior secondary courses through on-line learning.
- Continue Dene Kede and Inuuqatigit Curricula implementation in all schools.
- Enable educators to provide programs that meet social, emotional, cultural, linguistic and learning needs of all students.
- Student support plans developed at territorial, council and school level by 2001.
- Ensure that at least 90% of new teachers receive Teacher Induction Packages.
- Sustain staff development in the area of literacy instruction and language learning issues.
- Deliver in-service training modules to education authorities.

Results and Discussion

A draft Counseling Strategy has been completed including training and in-service initiatives for counselors and educators.

The directive on Student Assessment, Evaluation and Reporting has been completed and approved for distribution.

A team has been formed representing ECE and each jurisdiction to develop an implementation strategy, create support materials, and conduct in-service workshops beginning October 2001.

295 high school students graduated for the 2001.

More students are enrolling in new programs that meet their needs as articulated in their Career Program Plan (CPP).

Over 350 NWT students, from at least 16 communities, registered for on-line learning in 2000-2001. The majority earned credit for the pre-requisite course, Information Highways. Sixty students additionally earned credits in a range of 3 – 5 credit senior secondary courses.

The Coordinator for Culture-Based Education acted as the Aboriginal lead for Western Consortium (WCP) Social Studies Framework development.

Literacy strategy has been developed and circulated.

A language committee has been formed and has had one meeting to strengthen partnerships for language learning.

Fifty-six education assistants from six education authorities were enrolled in the University of Calgary's part-time Teacher Assistant Certificate Program in the 2000-01 school year. Of these, 34 successfully completed 1 or more courses. The first NWT students could potentially graduate as early as the summer of 2002.

Amendments to the NWT Education Act have committed the GNWT to improve the Pupil Teacher Ratio (PTR). The PTR has been reduced to 16.5:1 for the 2001-02 school year. This is one year ahead of schedule.

In 2000-01, 10% of education budget was allocated to student support. Targets have been met on schedule.

Student Support Needs Assessment document completed in January 2000.

ECE prepared and distributed 400 copies of the Teacher Induction binder to all of the education authorities for distribution to new teachers.

51 teachers, representing 43% of the total number of new teachers, were in a formal mentorship program in 2000-01. This exceeded the target.

A total of 38 teachers and principals, including 29 from the NWT and 9 from Nunavut, attended the Education Leadership Program in Edzo July 1 to 12, 2001. About half (15) of the NWT participants are currently principals.

Of the total 48 (excluding private schools) NWT principals, 21 (43.8%) were certified, 21 (43.8%) were in the process of becoming certified, and 6 (12.5%) had not yet begun the certification process in the 2000-01 school year.

ECE coordinated the second annual NWT wide principal's conference October 2000. 49 of 50 principals (including 2 private schools) participated in this event.

Career Development draft strategy within the K-12 system completed June 2001.

ECE delivered 6 workshops for education authorities, and participated in another 3 initiated by the Education authorities, during 2000-01.

Data Source

ECE directives on Student Assessment, Evaluation and Reporting, curriculum frameworks, training program strategies, internal budgeting documents.

3.0 Goal

Lifelong learning opportunities to all community residents

3.1 Strategy – Enhanced Career Development Support

Provide enhanced access and coherence within the career development system through a range of career development directives and plans.

- Implement the Career Development Directive for youth and adults.
- Enhance career development support to youth (such as Schools North Apprenticeship Program, Certified Occupational Trades, and work placements).
- Implement the Adult Basic Education Directive.
- Increase access to SFA information through websites, interactive voice response system and through printed material.
- Track the success of SFA program students through a follow-up survey.
- Develop plan to review financial support provided by Student Financial Assistance program on a regular basis.
- Encourage and support co-op or work experiences in college programs.
- Publish second edition of Postsecondary Indicators Report.

- Develop implementation and evaluation plan for career development in postsecondary and adult training systems.
- Promote career opportunities in heath and education professions.
- Support re-certification requirements of northern teachers.
- Implement community-based Teacher Education Program in Beaufort Delta Region.
- Link training to jobs in partnership with the private sector.

Outcome and Measure

- Quality standards (ABE) published and implemented.
- ABE Curriculum implemented in all Community Learning Centres.
- 20 additional workstations in existing libraries, 12 work stations in virtual libraries, training lab, help desk in place.
- Number of students completing northern postsecondary programs.
- Recommendation on feasibility of college delivery of college programs.
- Number of northern trained nurses and teachers.
- Increase Aboriginal teachers by five education degrees per year.
- Teacher Education Program enrolment doubles.
- Number of northern graduates employed within 12 months of graduation.

Target/Standard

- Establish quality standards for all literacy and basic education programs.
- Implement revised Adult Basic Education curriculum by 2002.
- Complete phase one of the Virtual Library Project (co-funded by the Bill and Melinda Gates Foundation).
- 65% completion rate for all northern postsecondary programs.
- Evaluate feasibility of college delivery of degree programs.
- Number of northern trained nurses and teachers more representative of the population.
- Increase number of Aboriginal teachers with degrees.
- Teacher Education Program re-certification offered in 3 locations.
- 90% of graduates from northern college, trade, certification and diploma programs find employment in their field in a year.

Results and Discussion

Career Development Directive for youth and adults developed and finalized 2001.

10 students enrolled as apprentices under the SNAP program in 2000-01.

One student enrolled in the Trades and Occupational Certification program (TOC), and 8 students completed Tourism for Youth program. A "Bridges" program is also in place to provide work experience for youth.

Adult Literacy and Basic Education (ALBE) Directive distributed to all service providers for feedback. Directive approved and signed off by Minister, September 2000.

ALBE Curricula distributed to all service providers delivering ALBE programs Sept. 2000. Training on the curricula takes place in Aug. 2001. Curricula is being delivered in 12 Community Learning Centres and by NGO's and BHP during the 20001-02 academic year.

Draft ALBE standards document developed in 1999-00.

New SFA website developed and implemented. Call routing system was implemented in November 2000 directing student calls to staff. New student guide developed to provide SFA program information. Work is continuing to develop a tracking process.

Research is underway on SFA funding across Canadian jurisdictions to determine funding levels/gaps and to identify recommendations for improvements to the NWT SFA program.

Aurora College continues to place Management Studies students in co-op placement within GNWT departments, private companies and community- based employers. Target achieved.

2nd edition of Post-Secondary Indicators Report published in December 2000. It is available on the ECE website. The 4th Edition (2000-01) of K-12 Indicators is in the planning stage.

Phase One implemented in 2000-01 with 9 libraries and 3 virtual libraries with connection to the Internet.

Agreements are in place with universities and colleges to enable Aurora College graduates to transfer their diploma credits towards full degrees. The new College Corporate Plan (2001 to 2005) has a goal of increasing degree opportunities for northerners.

- 37 FTE's enrolled in TEP 2000-01.
- 55 FTE's enrolled in nursing program.
- 17 FTE's enrolled in TEP access.

In 2000-01, five diploma graduate teachers were granted leave for the following school year to work towards their degree.

Every teacher received a logbook to track his/her professional development. A part-time BED program allows diploma graduate teachers to progress towards a degree.

In 2001, the program was offered in three locations, with an initial enrolment of 79 students in Access, Diploma, and Aboriginal Language Instructor Certificate programs.

For 2000-01 the trend continues. 90%of graduates are finding full time work within their field of study or a non-related field within one year of graduation.

Data Source

Career development directives: Adult Literacy and Basic Education Directive (ALBE), ALBE Quality Standards document, Student Financial Assistance source documents, 2nd edition Post-Secondary Indicators Report.

4.0 Goal

An increase in income opportunities for northerners providing for the balanced development of our resources, socio-economic impacts, and preservation and protection of our natural environment.

4.1 Strategy – Effective Northern Labour Force Development

Provide effective northern employment labour force development services and resources in response to labour market realities through partnership with business/industry.

- Provide students with skills and knowledge to plan their education possibilities based on career goal.
- Ensure appropriate transitional supports are in place for youth moving from secondary education to work or

postsecondary education (such as "Getting In", "Staying In", "Getting Out" strategies).

- Expand career training and apprenticeship programs in response to developments in business/industry.
- Update the Labour Force Development Plan.
- Develop partnerships with private sector and Aboriginal groups to develop training and employment opportunities.
- Expand skill training programs for the oil and gas industry through development training and employment opportunities.
- Deliver training programs in secondary diamond industries.
- Establish standards for the exchange and dissemination of labour market information.
- Create labour market information tools and resources for program and policy planning, and career decision purposes.
- Create linkages to promote and facilitate integrated labour force development planning.
- Support harmonization of programs such as Public Housing and Income Assistance.
- Improve linkages between Career Development and Income Assistance.
- Develop standards and certification for selected occupations.
- Review food costs for NWT communities.

Outcome and Measures

- Number of students with career program plans in place.
- Youth employment statistics.
- Number of students registered in programs; number of northern trained employees.
- 7 programs and 2 services offered through LMDA evaluated by 2001.
- Number of Income Assistance recipients with other sources of income.
- Number of Income Assistance recipients employed.
- Number of communities delivering Income Assistance.

Target/Standard

- 90% of secondary students have career program plans.
- Increase youth employment by 5%.
- Delivery of a minimum of 10 training programs in diamond processing and oil and gas initiatives.
- Evaluate programs offered under the Labour Market Development Agreement.
- Increased self sufficiency.
- 5% increase in Income Assistance recipients accessing employment through Productive Choices.
- Communities with greater responsibility and control for Income Assistance system.

Results and Discussion

All high school students are preparing their Career Program Plan beginning in Grade 9 and updating yearly.

A Youth Employment Program has been implemented ($1M) providing increased employment opportunities for youth across the NWT.

270 apprentices were registered in March 2001, with commitments by major employers for an additional 40-

60 apprentices.

A draft of the updated Labour Force Development Plan is now completed.

Partnerships were developed with AHRDA groups in all regions and with community governments and Band Councils. Partnerships involved industry, predominantly in the oil and gas and mining industries. Apprenticeships involved small to large business.

Average monthly income support expenditures decreased by 21% in 2000-01.

12 skills training programs for the oil and gas industry are run through Thebacha and Aurora Campuses. Safety programs operated in various communities.

Fall 2000 diamond training was cancelled due to lack of qualified student applicants. Provided ongoing training to occupational training on job participants in the industry. Program evaluated and new curriculum developed.

The following products were created or further developed in 2000-01:

Real Games training, Career Development Certificate program, Career Scapes and Career Tracker Publications, Career Publications by Vocation (Career Opportunity Series), Career Development Calendar and Guide, North Workinfo Website of Northern Career and Labour Market Information.

Implementing computer integration between Social Assistance and Public Housing. Establishing an evaluation framework for collocation pilot projects

Labour Force Development Plan drafted. Career Development Directive approved to enhance student transition from school to career of choice. Local labour market partnerships created to enhance community-based labour force development.

Average monthly income support expenditures decreased by 23% in 2000-01.

Food Cost Review completed in November 2000. New food rates being implemented September 1, 2001.

Data Source

Various labour force development source documents including: employment and income assistance statistics, Labour Force Development Plan.

5.0 Goal

A society reflecting the culture, heritage and languages of northern peoples which will help strengthen Aboriginal and public governments.

5.1 Strategy – Effective Implementation of Aboriginal Languages Strategies

Provide developmental support to Aboriginal languages communities to revitalize, preserve and enhance their languages.

- Increase support to schools for culture-based curricula and Aboriginal languages programs.
- Expand the role of Teaching and Learning Centres to support language and cultural goals through implementation of the Aboriginal Languages Strategy.
- Strengthen partnerships with Aboriginal and community organizations to implement their long-range plans for research, development and promotion of Aboriginal languages and culture.

- Develop and implement an evaluation framework for language programs funded through Canada-NWT Cooperation Agreement for French and Aboriginal Languages.
- Continue development of interpreter/translator certification process.
- Develop heritage resource management protocols through self-government negotiations.
- Negotiate an agreement with the Nunavut Government for the division of museum and archival collections.

Outcome and Measures

- Accountability framework reports.
- Number of communities implementing language plans.
- Strategy approved by GNWT and Aboriginal language communities.
- Promotional plan developed and implemented.
- Approved standards completed and used in a pilot project in an Aboriginal language community.
- Number of items on website:
  - archival images searchable by subject
  - place names referenced to
  - education programs accessible.

Targets

- Improved support for culture-based education.
- All Aboriginal language communities assume responsibility for implementing their language plans.
- Develop strategy to support Aboriginal language communities.
- Promote Official Languages.
- Aboriginal language proficiency standards and testing material developed for interpreter/translator certification.
- Increased heritage information available on the Internet from the Prince of Wales Northern Heritage Centre Website.

Results and Discussion

Number of schools offering culture based programs using Dene Kede or Inuuqatigiit: Dehcho – 9, Dogrib – 6, Sahtu – 4, South Slave – 8, Beaufort-Delta – 9, Yellowknife – to be confirmed Fall 2001.

Funding to Education authorities includes funding for Aboriginal languages and culture-based curriculum.

Strategy developed in consultation with Aboriginal language communities in 2000-01.

Strategy developed in consultation with Aboriginal language communities in 2000-01.

Draft framework submitted to Canadian Heritage in March 2001. Feedback expected in fall 2001.

Standards have been developed. Ongoing work is required with

Aboriginal language communities to determine levels of competency for each language.

This task was postponed pending the approval of amendments to the NWT Archaeological Sites Regulations. The amendments were approved June 2001. A discussion paper on heritage resource management protocols has been developed.

Progress on negotiations has been slower than anticipated due to the complexity of the process. Recommendations will be provided to Cabinet by October 31, 2001.

16,000 archival images searchable by subject, as of March 2001.

150,000 pages have been downloaded from the website by March 2001.

Geographic names data bases are currently available on line.

The conceptual work was completed for 2 modules of Lessons from the Land, March 2001.

Data Source

ECE reports and strategies: Aboriginal Languages Strategy, accountability framework, Aboriginal Language proficiency standards, heritage resource management discussion paper, PWNHC website

Transportation

Message from the Minister

The mission of the Department of Transportation is to provide for the safe, accessible and reliable movement of people and goods to serve the social and economic needs and aspirations of the people of the Northwest Territories.

During the 2000-2001 year, several kilometres of highway were reconstructed and permanent bridges built on the Mackenzie Valley Winter Road. Funding obtained from third parties supported some of this work. Improvements were made to airport services and infrastructure. Participation by northern companies and workers through Department contracts continued to be high. Initiatives were introduced to build capacity at a regional level, and to provide development opportunities for both departmental and contractor staff.

It is my pleasure to report the key accomplishments and detailed results achieved by the Department during 2000-2001.

Hon. Joseph L. Handley

Vision

The Department of Transportation envisions an integrated transportation system in the Northwest Territories that meets the needs and aspirations of northern residents by providing:

- safe, affordable, reliable and accessible personal mobility;
- a higher standard of living for the territory and its communities through the more efficient
- and lower cost movement of freight;
- sustained economic growth and prosperity through better development access to the territory's renewable and non-renewable natural resources.

Mission

Our mission is to provide for the safe, accessible and reliable movement of people and goods to serve the social and economic needs and aspirations of the people of the Northwest Territories.

OPERATING ENVIRONMENT

Easily, the predominant factor impacting the operations of the Department of Transportation through the 2000-2001 fiscal year was the unprecedented boom in the Northwest Territories' resource sector industries.

Record high prices for natural gas drove exploration programs from the Liard Valley to the Beaufort Sea and all along the Mackenzie Valley in between. In the Slave Geologic Province, BHP's Ekati Diamond Mine was in production, construction was underway on Diavik Diamonds' Lac de Gras mine and deBeer's Snap Lake Project commenced the regulatory approvals process.

All of this activity put new demands on the territorial public transportation system to keep up with the surface and air traffic generated directly by the resource sector industries as well as the traffic generated indirectly by their related secondary and tertiary industries. The Department of Transportation succeeded in meeting the challenge that the higher traffic demanded of it.

For the first time in fifteen years, the Department of Transportation added 165 kilometers and a new link to its seasonal winter road system. The former cat-train winter trail connecting Fort Good Hope and Colville Lake was upgraded to carry safely private and industrial traffic.

The construction of the Colville Lake Winter Road was a splendid example of cooperation between the public and private sectors and aboriginal organizations in the development of new transportation infrastructure. The project was led by the Behdzi Ahda First Nation of Colville Lake with the positive support and assistance of the K'asho Got'ine Charter Community Council, the Ayoni Keh Land Corporation, the Yamoga Land Corporation and the Fort Good Hope Metis Land Corporation. The private sector energy companies, Paramount Resources and Canadian National Resources, contributed their financial and material support to the project.

The 2000-2001 fiscal year demonstrated that the public transportation system must develop in step with private industry to realize the economic potential of the Northwest Territories' natural resources. The construction of the Colville Lake Winter Road stands as a model of the partnerships that can and must develop among aboriginal, public and private interests and of the practical benefits the partners can accomplish together.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

An improved territorial transportation system

1.1 Strategy – Implement the NWT Highway Strategy

The GNWT will invest territorial resources and seek funding from other sources to build new roads and improve existing roads.

Outcome and Measure

- Financial plans that include third party funding for new roads are in place.
- Plans for new highway transportation corridors are in place.
- NWT highways meet current standards.

Target/Standard

- Financing of new roads is addressed as a priority item in the NWT Economic Development Strategy and the NWT Resource Development Strategy.
- All preliminary planning for design and construction of new highways in the Mackenzie Valley from Wrigley to the Arctic Ocean and the Slave Geologic Province to the NWT/Nunavut border is complete.

Results and Discussion

In November 2000, the Government introduced a new highway strategy:Investing in Roads for People and the Economy.

In the NWT Economic Strategy Panel's report, as well as in the NWT Non-Renewable Development Strategy, the needs for new and improved roads were prominent items. In fact, financing requirements for roads constituted 50% ($170 million) of the total $340 million tally for the Non-Renewable Resources Development Strategy.

Seven bridges on the winter road between Wrigley and Fort Good Hope are being constructed in 2000/01 and 2001/02.Planning for the remaining bridges is underway. These bridges are being built for use on the eventual all-weather road in the Mackenzie Valley. For the Slave Geologic Province Corridor, an economic impact study was 90% completed by March 2001.

In the 2000/01 year, 5 km were completed on Highway #8. A project commenced on Highway #3 to reconstruct and pave 16 km over 2 years.

Data Source

DOT Capital Acquisition Plan; GNWT Reports as noted above

1.2 Strategy – Extend the Window of the Mackenzie Valley Winter Road

Installation of permanent bridges and operational changes will increase the amount of time the winter roads are operational resulting in improved levels of service.

Outcome and Measure

Extended dates of operation of the Mackenzie Valley Winter Road.

Target/Standard

- The Mackenzie Valley Winter Road north of Wrigley will operate, on average, for an extra week each year (based on normal weather patterns).

Results and Discussion

Canada agreed to jointly finance the construction of seven new bridges on the winter road to extend its operating period. Operational changes including management and contract adjustments resulted in improved service levels in 2000/01. The 5-year average for length of operation is from February 02 to March 16. In 2000/2001, the Winter Road opened on January 19 and closed on March 15, an extra 2 weeks of operation.

Data Source

DOT Operational Records

1.3 Strategy – Improve Levels of Service and Cost Effectiveness

Operational improvements will be achieved by rationalizing existing transportation infrastructure in accordance with the broad public interest.

Outcome and Measure

- Transportation infrastructure that does not meet the test of being required to support broad public interest is divested.
- Economies realized are diverted to high priority transportation needs.

Target/Standard

- The Department will have divested itself of 4 or more airports and most community access roads currently designated in the Highway Designation and Classification Regulations.

Results and Discussion

The Department completed a program/functional review of its core operations. At March 31, 2001 no specific divestitures have been made.

Data Source

DOT Operational Records

1.4 Strategy – Improve Levels of Airport and Aviation Services.

The recommendations of several aviation/airport programs studies outlining opportunities for improvement will be implemented.

Outcome and Measure

- Nav Canada recommendations for FSS/CARS conversions and new CARS sites implemented.
- The Department's runway issues study is implemented.

Target/Standard

- Hay River and Fort Simpson Flight Services Stations are converted to Community Aerodrome Radio Stations (CARS). 2 new business and 12 new job opportunities for permanent northern business/residents are realized.

- Yellowknife FSS is converted to a Flight Information Centre (FIC). Aviation services to carriers are improved across the NWT.
- The revised classification system and planning structure for airports provide an improved decision making process for Department investment in the NWT airports system.

Results and Discussion

Conversions proceeded on schedule. The two new businesses are: Expedite North (Hay River CARS) and ATS Services (Fort Simpson CARS)

Construction of the FIC started March 2001 and was completed mid-May. The initial phase is now complete. (NOTE:the FSS will stay as it is. The FIC is a separate entity in addition to the FSS)

Work on a revised classification system for airports has been delayed.

Data Source

DOT Contractor Information; DOT Operational Data

1.5 Strategy – Reduce Gravel Runway Costs

Products will be researched and tested to determine the potential to improve the stability and reduce maintenance costs for gravel runways.

Outcome and Measure

- Aircraft manufactures, air carriers and airport regulators approve a product to bind and stabilize gravel runway surfaces.

Target/Standard

- Identified product is applied and tested on three runways over the next three years.

Results and Discussion

Two products have been identified (EnviroKleen and EK35). No testing has been done to date. The above two products are manufactured in the US and Canadian suppliers are being sought.

Data Source

DOT Operational Data

1.6 Strategy – Partners to Invest in Transportation Infrastructure

The Department will pursue other governments and private and public sector organizations to establish partnership arrangements for investment in transportation structure.

Outcome and Measure

- Third party resources are available for investment in airport infrastructure.
- Third party resources are available for investment in the existing NWT Highway System.

Target/Standard

- The federal government approves at least one project per year for financial assistance under its Airport Capital Assistance Policy. Federal government funding is received for improvements to the NWT portion of the National Highway System beginning in 2002.

- Third Party Resources are available for strategic investment in new transportation infrastructure in the NWT

Results and Discussion

ACAP funding for the Tulita airside pavement and lighting replacement project was approved in the amount of $1,899,796.00.

Under a cost-sharing agreement, DIAND is providing $3.8 million over the two years 2000/01 and 20001/02 for the acceleration of seven bridges on the Mackenzie Valley winter road between Wrigley and Fort Good Hope.

Federal government and other third party funding is available for transportation infrastructure investment.

Provisions for Minor Works – Coast Guard ($500,000.00)

Funding was obtained from RWED's Energy Conservation Program for the following projects:

Norman Wells – Combined Services Building ($9,00000)

Fort Liard, Fort McPherson, Paulatuk and Tuktoyatuk – Energy Audits ($4,800.000)

Yellowknife Airport – Energy Audit ($12,250.00)

Fort Simpson ATB – Lighting Upgrade ($2,300.00)

Norman Wells ATB – Lighting Upgrade ($10,000.00)

Data Source

GNWT-DOT/Federal Government Agreement; DOT Capital Acquisition Plan

2.0 Goal

Increased northern business and employment opportunities in the public and private transportation sectors

2.1 Strategy – Sustained Participation by Northern Interests

The Department will establish practices that promote contracting opportunities by people and organizations in the North for transportation programs and services.

Outcome and Measure

- There is a significant percentage of contracts and value of contracts awarded to northern firms.
- Employment training programs are integral to every major transportation infrastructure construction project.

Target/Standard

- Northern content levels will be maintained at a level of greater than 90%.
- 10 or more northern residents benefit from 'certification' in at least one employment activity associated with each DOT construction contract valued at over $2 million.

Results and Discussion

In the 2000/01 year, the northern content level for DOT contracts was 89%. Of 351 contracts, 314 were awarded to northern companies.

As part of the Highway #3 construction project, 8 certificates were awarded in 2000/01. Additional trainees are in the program and expected to receive certification in 2001/02.

Data Source

DOT Contractor Data

2.2 Strategy – Sustained Northern Employment

The Department will require, on Highway and Airport maintenance/operations contracts, that the contractors take measures to ensure a high level of northern employment as part of the work.

Outcome and Measure

Significant number of long term jobs for Northerners.

Target/Standard

Northern employment in Highways contracts at 90% or greater participation and in airports contracts at 100% is maintained.

Results and Discussion

Northern emploayment in Highways contracts was at 80% for the 2000/01 year.

Data Source

DOT Capital Project and Contract Data

3.0 Goal

A safer territorial transportation system in all modes

3.1 Strategy – Develop Partnerships to Enhance Safety.

The Department will strive to establish partnership arrangements with industry and other safety groups to enhance safety through education and compliance.

Outcome and Measure

- Transportation safety is enhanced while regulatory burden is reduced through innovative programs aimed at voluntary compliance (e.g. Partners in Compliance).

Target/Standard

- The Department will introduce a new self-regulated voluntary safety initiative each year.

Results and Discussion

The Department sponsored amended legislation to enable municipalities to establish by-laws regarding the required used of bicycle helmets.

Data Source

DOT Operational Data

3.2 Strategy – Introduce Measures to Combat Drinking and Driving in the NWT.

Outcome and Measure

- Legislative changes as per STRID (Strategy to Reduce Impaired Driving) will support reduction of drinking and driving.

Target/Standard

- Number of alcohol related vehicle accidents, fatalities and injuries are reduced by 5% over 3 years.

Results and Discussion

The number of alcohol related vehicle accidents, fatalities and injuries has declined from approximately 1500 five years ago to 993 in 2000/01.

Data Source

DOT Traffic Accident Data

3.3 Strategy – Increase Use of Passenger Restraint Devices

The Department will introduce new measures to increase use of occupant and child restraint devices in motor vehicles.

Outcome and Measure

- Increased usage of seat belt and child restraint devices in the NWT
- Decreased injury and fatality rates in NWT highway traffic accidents.

Target/Standard

- Seat belt and child restraint usage increases as confirmed by the Transport Canada annual seat belt usage survey.
- As seat belt and child restraint device use increases, fatalities and injuries in motor vehicle accidents will measurably decrease.

Results and Discussion

There has been no change in the level of seat belt and child restraint usage as measured by the Transport Canada survey, therefore, this would not be a factor in any change in motor vehicle accidents.

No change has been observed in the use of passenger restraint devices that would contribute to a reduction of injuries and fatalities.

Data Source

Transport Canada Survey Data

4.0 Goal

Improved Organizational Effectiveness

4.1 Strategy – Build Regional Capacity

The Department will create a North Slave Region and build capacity in others.

Outcome and Measure

- North Slave communities and residents will have improved access to DOT management and core business delivery staff.

Target/Standard

- Full service North Slave Regional Office will be established.

Results and Discussion

The North Slave Regional Office was established in October 2000. The office was staffed between October and December and a permanent Regional Superintendent was recruited in the late spring. The Regional Office assumed all regional duties by March 31, 2001. The Regional Office provides closer linkage with clients in the region, and a stronger focus on regional issues and opportunities.

A functional review of Road Licensing and Safety (formerly Motor Vehicles) was completed in 2000/01. A recommendation was made to decentralize the responsibility for direct program services (such as driver examinations and licensing and registration support) to the regions. The decentralization began with the North Slave Region in the fall of 2000, and will be completed early in the 2001 year. This enables the integration of this program in to the delivery of all Transportation programs in the regions, and better support for local clients.

Outcome and Measure

- Clients in all regions will benefit from closer and more timely access to services and DT staff resources

Target/Standard

- Regional Superintendents will have full authority over the delivery of all DOT Core Business Programs within their respective areas.

Results and Discussion

Responsibility for airports, highways and ferries program delivery is already within the regions.

Data Source

Operational Data

4.2 Strategy – Ensure An Available And Experienced Workforce

The Department will implement staff development and retention initiatives.

Outcome and Measure

- Staff from within the organization will be better prepared for promotional opportunities through access to a Career Development Program.

Target/Standard

- 25 employees will have successfully completed their Career Development Programs and be prepared to compete for promotional opportunities in their chosen career path.

Results and Discussion

At present there are 13 successful Career Development Program participants. Three participants left the Department for promotions.Four participants took promotions within the Department. A new intake of 15 participants is planned for February 2002. If 10 of 15 are still participating in the Career Development Program by the end of 2002/03 the anticipated target of 25 successful candidates will have been met. If all are still participating by the end of 2002/02 the anticipated target of successful candidates will have been exceeded.

Data Source

DOT Operational Data

4.3 Strategy – Improve Service To The Client

The Department will re-focus core business delivery from program based to client based.

Outcome and Measure

- Client satisfaction with DOT Programs and Services will increase.

Target/Standard

- Client Service Surveys will be completed in all Core Business areas by September 30, 2001.

Results and Discussion

The Department instituted a Client Satisfaction Card at the major airports during 2000/01 year. The Airport Manager reviews the cards, and issues and concerns are addressed. Areas for future client satisfaction reviews have been selected and include clients of the Highway #4 winter road operation and the staff of the Department.

Data Source

DOT Operational Data

4.4 Strategy – Strengthen Communications With Clients And Staff

Outcome and Measure

- External and internal clients and staff will be better informed and able to make transportation dependent decisions.

Target/Standard

- DOT's presence on the World Wide Web will be expanded through the GNWT Home Page.
- Highway travelers will have expanded access to highway and ferry condition reports to support safer and more reliable travel.

Results and Discussion

The DOT web side has been revised.

The OCTEL system will be in place by September 1, 2001.

Data Source

DOT Operational Data

4.5 Strategy – Improve Service Delivery

The Department will implement technology solutions to improve and realize economy in service delivery

Outcome and Measure

- The Motor Vehicle Information System will be improved.

Target/Standard

- The system will be more effective.

Results and Discussion

A decision has been made to upgrade the current system beginning in 2002/03, with completion of the phased work in 2003/04.

Data Source

DOT Capital Acquisition Plan

4.6 Strategy – Improve the Delivery of Corporate Services

The Department will rationalize Corporate Service functions to improve the effectiveness of corporate support to the programs and regions.

Outcome and Measure

- Core business delivery functions will be separated from support functions leading to better decision-making and more effective and efficient program delivery.

Target/Standard

- Corporate Service functions will be more streamlined and cost effective.

Results and Discussion

Corporate Services was established in the summer of 2000 and the Contracts section was incorporated in October 2000. It enables better integration of the financial aspects of contract administration with the finance function. Rationalization of corporate functions enabled the reallocation of resources to support human resources and the tangible capital asset initiative.

Data Source

DOT Operational Data

Resources, Wildlife and Economic Development

Message from the Minister

Our children will inherit a secure future which provides a healthy environment and which balances traditional lifestyles with a modern economy. A prosperous and diverse economy built on the strengths of our people and the wise use and conscientious protection of our natural resources, one which attracts investment and provides communities and individuals with opportunities to be productive and self-reliant.

As demonstrated by the 2000-2001 Results Report, the Department of Resources, Wildlife and Economic Development has worked hard at achieving that vision. Our efforts towards the seven goals listed in this report will help us to achieve our mandate of promoting self-sufficiency and growth through sustainable development of our natural resources and enhancing the creation of new sustainable opportunities in the traditional and wage economies.

The past year has been filled with major successes toward fulfilling our legislature's vision *Towards a Better Tomorrow*. Our attention now turns to the next years as we build on those successes.

Hon. Jim Antoine

Resources, Wildlife and Economic Development

Vision

Our children will inherit a secure future which provides a healthy environment and which balances traditional lifestyles with a modern economy: a prosperous and diverse economy built on the strengths of our people and the wise use and conscientious protection of our natural resources, one which attracts investment and provides communities and individuals with opportunities to be productive and self-reliant.

Mission

The Department of Resources, Wildlife and Economic Development (RWED), together with Aboriginal governments, the private sector and communities, is responsible for achieving acceptable results in the following areas:

- the economy of the Northwest Territories (NWT), employment and incomes;
- the condition and quality of the environment and the sustainability of natural resources;
- investment, capital formation, exports, import substitution and confidence in the investment climate; and
- community acceptance of responsibility for the condition of the economy and environment.

OPERATING ENVIRONMENT

The mandate of the Department of Resources, Wildlife and Economic Development is to promote economic self-sufficiency and growth through the sustainable development of natural resources and to enhance the creation of new, sustainable opportunities in the traditional and wage economies.

In deriving a plan of action to carry out its mandate, the Department adopted the following principles:

- Diverse and healthy ecosystems should be protected in a manner that maintains the integrity of ecosystems in perpetuity and contributes to long term ecological, economic and social stability.
- Natural resources should be managed and developed in a manner that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- Creation of a diversified and ecologically sustainable economy should emphasize import replacement and export development, in order to achieve economic stability and self-sufficiency.
- The territorial economy should be developed by private sector ownership and employment where possible, and public sector ownership and employment when necessary.
- Decisions relating to the management and development of natural resources and the territorial economy should be directed towards enhancing territorial and community self sufficiency and should incorporate public input, scientific knowledge, and traditional knowledge.
- Programs and services should be delivered in an effective and accountable manner and as close as practical to the people being served.
- The design and delivery of programs and services should be based on a clear demonstration of need, benefit, sustainability and shared risk.

DEPARTMENTAL RESULTS ON KEY STRATEGIES

1.0 Goal

To create a diversified northern economy, built on the sustainable development of the north's natural resources, that provides long term employment opportunities for northern residents.

1.1 Strategy

Identify sectors with employment potential and target departmental programs and initiatives accordingly.

1.2 Strategy

Develop marketing strategies for sectors with employment potential.

1.3 Strategy

Encourage value-added production of natural resources and import replacement through the development and use of northern resources and northern manufactured products.

1.4 Strategy

Develop and implement action plans to generate a more favourable business climate and to build local business capacity.

Outcome and Measure

- Levels of employment and business development among large and small communities in key sectors such as minerals, oil and gas, tourism, commercial renewable resource development, and arts and crafts.
- Levels of investment in key sectors of the territorial economy.
- Levels and rates of export and domestic use of northern, value-added products.
- Degree of survival of businesses receiving support from departmental programs.

Target/Standard

- Annual net growth in jobs across all sectors will exceed annual net growth in labour force.
- Sustained annual increase in jobs and business start-ups in each sector.
- Establish or expand one new value added business in each region/sector.
- Sustained annual increase in capital investment across all sectors.
- Sustained annual increase in export of manufactured/value-added products.
- Sustained annual increase in retail trade in the north.
- Assemble baseline information for business survival rates against which reasonable targets can be established.

Result and Discussion

Employment in the NWT has steadily risen since division of the Northwest Territories. In April 2000, employment totals were approximately 19,152. This increased to 20,300 in March of 2001. The projected investment for the NWT for 2001 was approximately $1.16 billion compared to $537.6 million (actual) for 2000. Retail sales grew by approximately $35.22 million from 1999-2000 ($377,219,000) fiscal year compared to 2000-2001 ($412,443,000) fiscal year. Manufacturing sales also grew during this time by $5.82 million, from $20 million to $25.82 million. (Refer to figure 3 on page 144)

Data Source

Investment and Economic Analysis Division – RWED

2.0 Goal

To increase/foster employment opportunities in the wage economy in communities where large-scale developments can support sustainable service, trade and goods producing industries.

2.1 Strategy

Consolidate program-funding categories so that regions may each give unique focus to opportunities in communities that increase/foster employment.

2.2 Strategy

Develop marketing strategies for sectors with employment potential.

2.3 Strategy

Develop and implement action plans to generate a more favourable business climate and to build local business capacity.

2.4 Strategy

Encourage value-added production of natural resources and import replacement through the development and use of northern resources and northern manufactured products.

Outcome and Measure

- Rates of unemployment in larger centres.
- Number of new wage employment opportunities (e.g., in tourism, commercial renewable resource development, minerals, oil and gas, manufacturing, and service sectors).
- Rates of new business development and business closures.
- Levels of export and domestic use of northern, value-added products.

Target/Standard

- Sustained annual decrease in unemployment in Level 1 (developed market) communities.
- Sustained annual increase in jobs in the goods and service producing industries in Level 1 communities.
- Sustained annual increase in business start-ups.
- Assemble baseline information for business closures against which reasonable targets can be established.
- Sustained annual increase in export of manufactured/value-added products.
- Sustained annual increase in retail trade in the north.

Result and Discussion

The unemployment rate for the NWT in March of 2001 was approximately 7.7%. Social assistance payments decreased in the NWT from $12.7 million in 1999 to $10.6 million in 2000. In 1999, Level 1 community social assistance was approximately $7.029 million compared to $5.893 million in 2000; Level 2 (emerging market) community payments were $1.143 million in 1999, compared to $1.096 million in 2000. Level 3 (renewable resource based) community payments were $4.592 in 1999 compared to $3.664 million in 2000.

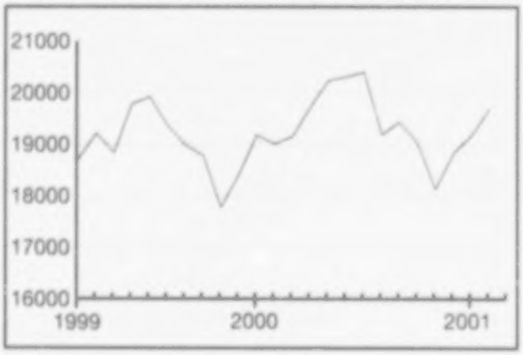
In April of 2000, 3,248 people were employed in the goods producing industry in the NWT. This increased to 3,728 in April of 2001. During the same time period, 15,764 people were employed in the service industry in the NWT. This increased to 15,770 in 2001.

Retail sales grew by approximately $35.22 million from 1999-2000 ($377,219,000) fiscal year compared to 2000-2001 ($412,443,000) fiscal year. Manufacturing sales also grew during this time by $5.82 million, from $20 million to $25.82 million.

According to RWED's "NWT Business Directory", there were approximately 2,212 businesses listed in 2000 compared to approximately 2,073 businesses listed for 1997. This is an increase of approximately 139 new businesses in the NWT during this time, most of which were in Level 2 and 3 communities. Businesses in Level 1 communities in 2000 numbered 1,745 compared to 1,727 in 1997. Businesses in Level 2 communities numbered 172 in 2000 compared to 130 in 1997. Businesses in Level 3 communities numbered 295 in 2000 compared to 216 in 1997.

Figure 1

NWT Total Employment – Division to March 2001



Data Source

Investment and Economic Analysis Division - RWED

3.0 Goal

To increase/foster employment and participation in the alternative economy in communities where opportunities for wage employment are limited and/or short term.

3.1 Strategy

Consolidate program-funding categories so that regions may each give unique focus to opportunities in communities that increase/foster employment.

3.2 Strategy

Develop marketing strategies for sectors with employment potential.

3.3 Strategy

Encourage value-added production of natural resources and import replacement through the development and use of northern resources and northern manufactured products.

Outcome and Measure

- Rates of unemployment in smaller communities.
- Number of new alternative/subsistence employment opportunities (e.g., harvesting country foods, fish, fur, small-scale agriculture, and arts and crafts).
- Levels and rates of export and domestic use of northern, value-added products.

Target/Standard

- Sustained annual decrease in unemployment in Level 2 and 3 communities.
- Sustained annual increase in the number of people participating in: trapping; hunting and fishing; and crafts in Level 2 and 3 communities.
- Sustained annual increase in export of manufactured/value-added products.
- Sustained annual increase in retail trade in the north.

Result and Discussion

Retail sales are showing strong growth. Retail sales grew by approximately $35.22 million from 1999-2000 ($377,219,000) fiscal year compared to 2000/2001 ($412,443,000) fiscal year.

Manufacturing sales also grew during this time by $5.82 million, from $20 million to $25.82 million.

Figure 2

Retail Sales – Division to March 2001

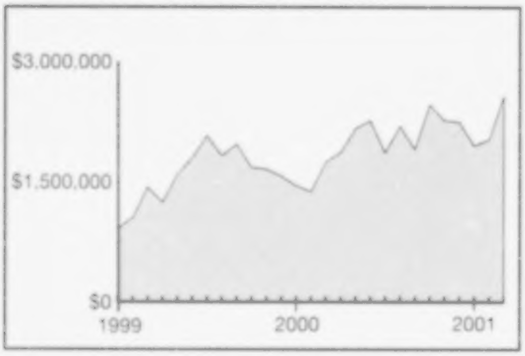
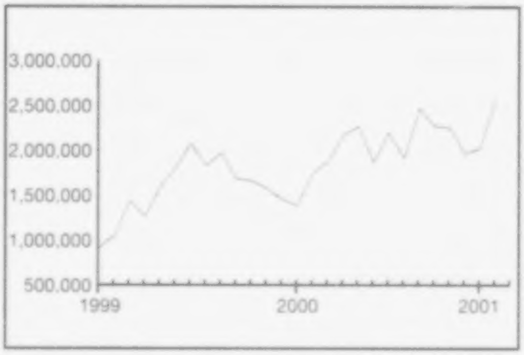


Figure 3

Manufacturing Sales – Division to March 2001

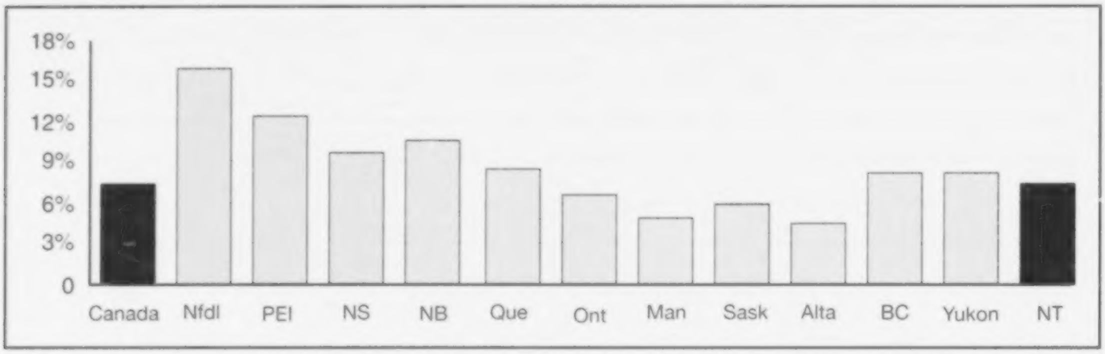


Unemployment numbers are not collected at the community level except during Census and periodic labour force surveys by the NWT Bureau of Statistics. The unemployment rate for the NWT in March of 2001 was approximately 7.7%.

A good proxy for employment in smaller communities is reductions in social assistance; the social assistance reductions indicate increased opportunity. Over the past few years social assistance has declined significantly in all levels of communities. Social assistance payments decreased in the NWT from $12.7 million in 1999 to $10.6 million in 2000. In 1999, Level 1 community social assistance was approximately $7.029 million compared to $5.893 million in 2000. Level 2 community payments were $1.143 million in 1999, compared to $1.096 million in 2000. Level 3 community payments were $4.592 in 1999 compared to $3.664 million in 2000.

Figure 4

Average Unemployment Rates - March 2001



With respect to traditional economy activities, a review has been carried out during the 2000/2001 fiscal year, on programs that are intended to serve the needs of harvesters. The review determined where gaps existed in serving these needs. Options are now being considered that would result in a consolidation of programs, would allow for greater flexibility and make provision for third party delivery. Future reports will detail the results of this ground-work for sustained annual increases in the number of people participating in such activities as hunting, trapping, fishing, and crafts.

In the 2001/2002 fiscal year, the Department committed to a new NWT Fur Marketing Strategy that places increased emphasis on fur supply, increased market awareness of NWT fur, expansion of trapper training programs and the development of opportunities in the high-end value added market. It also proposes additional initiatives to address the needs of trappers and communities.

Data Source

Wildlife and Fisheries Division – RWED
Investment and Economic Analysis Division – RWED

4.0 Goal

To create a system of natural resource management that fosters investment and sustainable economic development and ensures the protection of the natural environment.

4.1 Strategy

Pursue devolution of provincial-like powers in sectors beneficial to the NWT.

4.2 Strategy

Align programs, funding and human resources to implement and facilitate the evolving co-management regimes, decision-making processes and the transfer of federal programs.

4.3 Strategy

Build on the regulatory reform initiative with a complimentary analysis of government policies and programs related to business and natural resource development.

4.4 Strategy

Improve northern environmental and natural resource management systems by developing consistent, predictable and efficient standards and practices.

Outcome and Measure

- Transfer of federal jurisdiction over land, water, minerals, oil and gas, and inland fisheries to the north.
- Levels of investment in areas related to the development of northern natural resources.

Target/Standard

- Creation of a negotiated framework for devolution within three years.
- Sustained annual increase in capital investment in all natural resource sectors.

Result and Discussion

The Non Renewable Resource Development Strategy (NRRDS) was finalized in September 2000. The NRRDS provides a comprehensive investment plan to adequately prepare for the pressures and opportunities associated with industrial development in the Northwest Territories (NWT).

Overall investment in exploration and development is projected to be sustained at approximately $750M - $1B/yr for the next 3 – 4 year period with incremental growth in 2006 and 2007 as the proposed pipeline project goes into the construction phase. This level of activity provides a significant range of opportunities for northern businesses and northern communities.

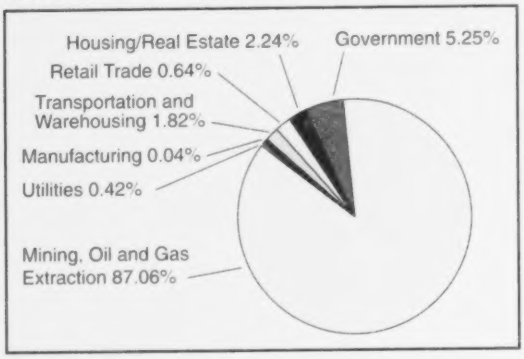
In excess of 2500 seasonal, construction and ongoing jobs are available this year from the various projects. A human resources development strategy has been presented to the federal government setting out the needs for investment to significantly improve the job entry and career advancement opportunities for northerners. The GNWT has increased its investment in this area by in excess of $2.0M this past year.

Northern Projects – Financial Information

PROJECT	2000 EXPENDITURE	2001 EXPENDITURE	ONGOING EXPENDITURES
Oil & Gas Exploration			
- ISR	$150 M	$250 M+	$250 M+ /yr (for next 3 years)
- Central Mackenzie	$ 20 M	$ 15 M	$20 – 50 M
- Liard	$160 M	$ 40 M	$30 – 50 M
- Cameron Hills	$ 0	$ 25 M	$10 M
Project Definition Related		$50 – 70 M	$50 – 70 M (3 years)
Total Oil & Gas Expenditure	$330 M	$380 M	$360 M
Mining Projects			
- Ekati (Expansion/Operation)	$316 M	$300 M	$100 – 150 M
- Diavik	N/A	$800 M (in first 2 quarters)	$90 M
- Snap Lake	N/A		$269 M (over 3 years)
- Can Tung	N/A	$10 – 15 M	
Total Mining Projects	$316 M	$1.1 B	$279 M
Estimated Expenditures for all Major Projects	$646 M	$1.5 B	$639 M

Figure 5

Investment Intentions - Selected Industries



The previous chart shows investment intentions for the selected industries in the NWT. Note that total investment in the NWT was over $1.5 billion during 2001. The largest area of investment is in the mining/oil and gas industries, which are typically capital-intensive.

Investment in the NWT has been growing at a phenomenal rate since 1999. Private capital investment in the NWT in 1999 was $411 million, compared to $710 million in 2000. Private capital investment in 2001 was approximately $ 1.4 billion out of a total investment of $1.5 billion. The majority of this investment again is associated with the mining/oil and gas industries in the NWT that accounted for $1.265 in private capital investment. This trend is likely to continue with the development of the Diavik and Snap Lake diamond mines and also the development of the oil and gas industry in the NWT in the coming years.

To address the creation of a negotiated framework for devolution within three years, the Department of Resources Wildlife and Economic Development provided support to the Intergovernmental Forum Secretariat. Work has progressed towards a Memorandum of Intent to advance discussions on devolution.

Data Source

Mackenzie Valley Development Planning Division – RWED

Investment and Economic Analysis Division – RWED

5.0 Goal

To build a strong, stable and competent public service with a worldwide reputation for sound management of the north's natural resources.

Parks Services

5.1 Strategy

Create and implement a human resource development strategy based on long term goals outlined in the departmental business plan.

5.2 Strategy

Develop and implement an action plan to build internal capacity through targeted training for existing staff.

Outcome and Measure

- Turnover and vacancy rates in regions and at headquarters.
- Timeframe required to fill vacancies and the qualifications of successful candidates.
- Opportunities for and level of staff training and other forms of human resource development (HRD).

Target/Standard

- To achieve and maintain turnover and vacancy rates below 5%.
- Maximum timeframe to fill vacancies no longer than 60 days.
- All candidate qualifications meet or exceed the minimum standards established for a given position.
- Each staff member will be provided with an opportunity each year for training/HRD in keeping with the goals and objectives set out in their annual performance appraisal.

Result and Discussion

Employee turnover rate dropped to 9.8% in 2000, down from 10% in 1999, and 15.2% in 1998 (includes Nunavut). The vacancy rate dropped to 16.3% in 2000, down from 19.7% in 1999, and 22.1% in 1998 (includes Nunavut). The Department continues to work toward the desired target of 5%. 80% of vacancies were filled within the 60-day timeframe.

Strategies for a Succession Plan was started which will include a human resource development strategy to address employee retention and an action plan for targeted training. Staff training in the form of courses, transfer assignments, secondments and acting experiences is ongoing.

Data Source

Human Resources Division - RWED

6.0 Goal

To secure the financial and human resources necessary to ensure that natural resource management and development decisions are based on the best available economic and environmental information.

6.1 Strategy

Leverage funds for monitoring, assessment, analysis and other legislated functions from the federal government, institutions of public government arising from land claims and industry (e.g., economic development funds, resource revenues/royalties, financial partnerships).

6.2 Strategy

Identify opportunities for partnerships and shared employment with federal agencies, institutions of public government arising from land claims and industry.

6.3 Strategy

Identify opportunities to integrate complimentary initiatives that couple long term economic development plans with appropriate environmental/wildlife/geoscience programs and studies.

Outcome and Measure

- Availability of information for decision-making derived from natural resource monitoring, assessment and analysis.
- Number of multidisciplinary projects aimed at integrating economic and environmental policies and programs.

Target/Standard

- To complete and maintain up-to-date natural resource inventories where harvesting and extraction activities are ongoing or planned.
- Design, develop and implement at least one integrated cross-divisional project in each of the department's eight core business areas.

Result and Discussion

In order to ensure that natural resource management and development decisions are based on the best available economic and environmental information, our divisions work in consultation with community governments, agencies and Boards supplemented by the best research information available.

The Department of Resources, Wildlife and Economic Development allocates timber, based on a combination of a timber supply analysis (TSA) and other economic and social factors. A TSA combines recent forest cover inventory information (maps), growth rates and potential yield of forest types as well as information about other land uses, environmental concerns, harvesting methods and reforestation to determine a potential sustainable harvest level.

The Department completes and maintains up-to-date natural resource inventories where harvesting and extraction activities are ongoing or planned, such as:

Forestry Reserves

The NWT is 15% of the landmass of Canada. While our commercial timber is restricted to the southwestern portion of the NWT, the NWT has up to 6% of Canada's total timber productive land

Oil and Natural Gas Reserves

The natural gas reserves/size of gas pools in the NWT are very large in comparison with pool sizes in the mature Western Canada Sedimentary Basin. Estimated natural gas reserves are 65 trillion cubic feet (Tcf) in the Mackenzie Delta and an additional 10 to 15 Tcf in the remaining basins of the Mackenzie Valley. The oil reserves are approximately 1.5 billion barrels of oil, primarily located in the Mackenzie Delta/Beaufort Sea area.

Diamonds

With the discovery of diamonds in the Lac de Gras area, the NWT is poised to account for approximately 15% of the world's gem quality diamond production within the next 5 years. This will more than likely increase in the coming years as new diamond reserves are discovered. The NWT will produce over $2.2 billion a year once Snap Lake and Diavik diamond mines are in full production, combined with the Ekati mine, the NWT's and Canada's first diamond mine which opened in 1999, Ekati. Socio-economic targets for the Ekati and Diavik diamond mine projects have been well exceeded.

Partnerships in natural resource developments with other federal/provincial/territorial/aboriginal governments are also emerging.

Two examples of cross-divisional projects now established are the "West Kitikmeot Slave Study" and the "C. S. Lord Northern Geoscience Centre".

The **West Kitikmeot/Slave Study Society** (WKSS) is a partnership of aboriginal and environmental organizations, government and industry. These partners joined together as a society to make sure the effects of development on the environment, wildlife and people of the WKSS area are minimal and that northern people get the maximum benefits.

The **C. S. Lord Northern Geoscience Centre** (CSLNGC) is a multi-agency centre with the mandate to undertake quality geoscience studies in the Northwest Territories. The CSLNGC is a co-operative venture between the Minerals, Oil and Gas Division (MOG) of Resources, Wildlife and Economic Development; the NWT Geology Division of the Department of Indian and Northern Affairs (DIAND); and, the Geological Survey of Canada (GSC).

Data Source

Wildlife and Fisheries Division – RWED

Forest Management Division – RWED

Minerals, Oil and Gas Division – RWED

7.0 Goal

To ensure that the harvesting and value-added production of northern natural resources and other activities in the northern environment meet national and international standards for sustainable development and environmental protection.

7.1 Strategy

Leverage funds for monitoring, assessment, analysis and other legislated functions from the federal government, institutions of public government arising from land claims, and industry (e.g., economic development funds, resource revenues/royalties, financial partnerships).

7.2 Strategy

Create an integrated economic/environment framework to serve as a basis for sector-specific sustainable development action plans to ensure balanced decision-making between economic development and the environment.

7.3 Strategy

Identify opportunities to integrate complimentary initiatives that couple long term economic development plans with appropriate environmental/wildlife/geoscience programs and studies.

Improve northern environmental and natural resource management systems by developing consistent, predictable and efficient standards and practices.

Outcome and Measure

- Availability of information for decision-making derived from natural resource monitoring, assessment and analysis.
- Natural resources are developed, harvested and/or manufactured in an environmentally sustainable and economically justifiable manner.
- Levels of compliance with territorial, national and international standards for environmental protection.
- Number of multidisciplinary projects aimed at integrating economic and environmental policies and programs.
- Development and implementation of sustainable development action plans for key economic sectors.

Target/Standard

- Sustained annual increase in the state of natural resource inventory completeness where harvesting and extraction activities are ongoing or planned.
- To establish baselines and criteria against which environmental sustainability and economic justifiability can be measured.
- To meet or exceed established benchmarks and criteria.
- Assemble baseline information for compliance against which reasonable targets can be established.
- Design, develop and implement at least one integrated cross-divisional project in each of the department's eight core business areas.
- Develop and implement action plans for: tourism; commercial re-newable resource development; arts and crafts; minerals; oil and gas.

Result and Discussion

In the tourism sector baseline data was collected through its on-going research and statistical information gathering through the annual "Exit", "Hunter" and "Aurora" surveys. Survey information helps guide analysis and forecast industry trends for marketing the Northwest Territories as a tourist destination; highlighting the north's natural beauty and resources. This Division also funded new regional tourism product development.

With respect to establishing Environmental baseline data, initial funding in 2000/2001 was approved to prepare a joint funding plan for determining the biophysical impacts of development. A joint plan for gathering biophysical data along the proposed pipeline corridor should be complete by late March 2002. A joint investment approach shared by industry, federal and territorial governments for gathering information on the biophysical impacts of development related to the oil and gas industry is the long-term goal.

Funding was allocated to develop an Air Quality Code of Practice for the Oil and Gas Industry. Work is currently underway. It's expected that a draft code will be available for consultation by late March of 2002. This code will establish a benchmark against the cumulative impacts of anticipated developments.

Other strategies and action plans either complete or in progress include:

- NWT Tourism Strategy
- Territorial Parks Act Review
- Protected Areas Strategy
- Manufacturing Program
- Harvest Support Review
- Arts and Cultural Industries Strategy

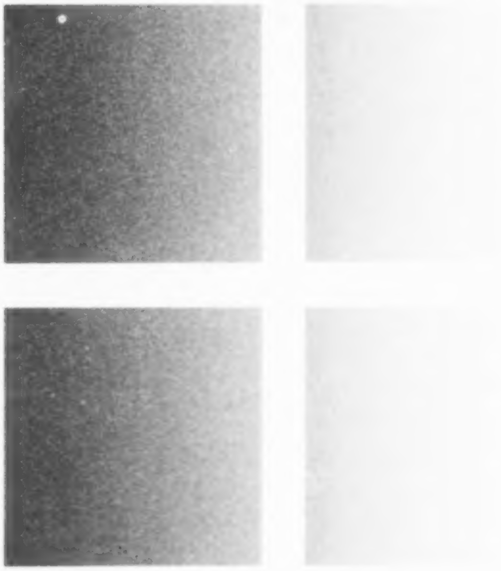
Data Source

Parks and Tourism Division – RWED

Mackenzie Valley Development Planning Division – RWED

GNWT Government-Wide Measures
2001 Detailed Results

Appendix



Detailed Results for Government-Wide Measures

Measure 1.1
Self-Assessed Health Status

Description:

Percentage of persons reporting excellent or very good health.

Background:

This measure is to identify overall population health. Self-assessed health status is generally considered a good overall measure of population health.

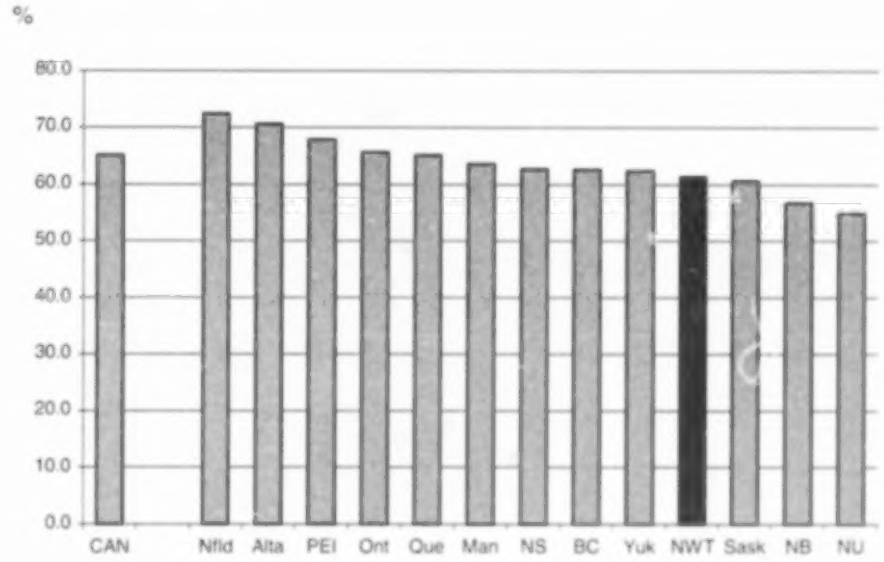
Results:

For the 1998/99 National population Health Survey (NPHS) some 61.3% of territorial residents reported that they were in either excellent or very good health compared with others their own age. For Canada as a whole, some 65.2% reported being in either excellent or very good health.

This result shows a small improvement, but is similar to that found in the 1994/95 and 1996/97 NPHS. Further, results by age category shows relative consistency over time and that older territorial residents are less likely to feel as if their health is as good as others their own age.

Comparing results for the Northwest Territories with other jurisdictions indicates that the NWT ranked 9th among the 13 provinces and territories.

Percentage of Persons Reporting Excellent or Very Good Health
National Population Health Survey, 1998-99



Percentage of Persons Reporting Excellent or Very Good Health
Northwest Territories, 1994/95 to 1998/99

	1994/95	1996/97	1998/99
All Persons	63.2	60.6	61.3
12 to 24	61.4	60.9	61.0
25 to 44	71.9	63.6	65.7
45 & Older	45.7	54.2	54.2

Percentage of Persons Reporting Excellent or Very Good Health
Canada, Provinces & Territories, 1998/99

	1998/99
Canada	65.2
Newfoundland	72.5
Alberta	70.6
Prince Edward Island	67.9
Ontario	65.7
Quebec	65.2
Manitoba	63.6
Nova Scotia	62.8
British Columbia	62.7
Yukon	62.5
Northwest Territories	**61.3**
Saskatchewan	60.6
New Brunswick	56.7
Nunavut	54.9

Sources & Technical Notes:

The data presented is from the National Population Health Survey (NPHS) completed in 1994/95, 1996/97 and 1998/99 by the Bureau of Statistics on behalf of Statistics Canada.

For future measures, this information will come from the new Canadian Community Health Survey (with comparable data for other jurisdictions). This survey will be done every 2 years with the first data being available for 2001.

Measure 1.2
Smoking Rates

Description:

Percentage of persons who currently smoke cigarettes.

Background:

Smoking is included as a measure of healthy Northerners due to its importance for future health conditions.

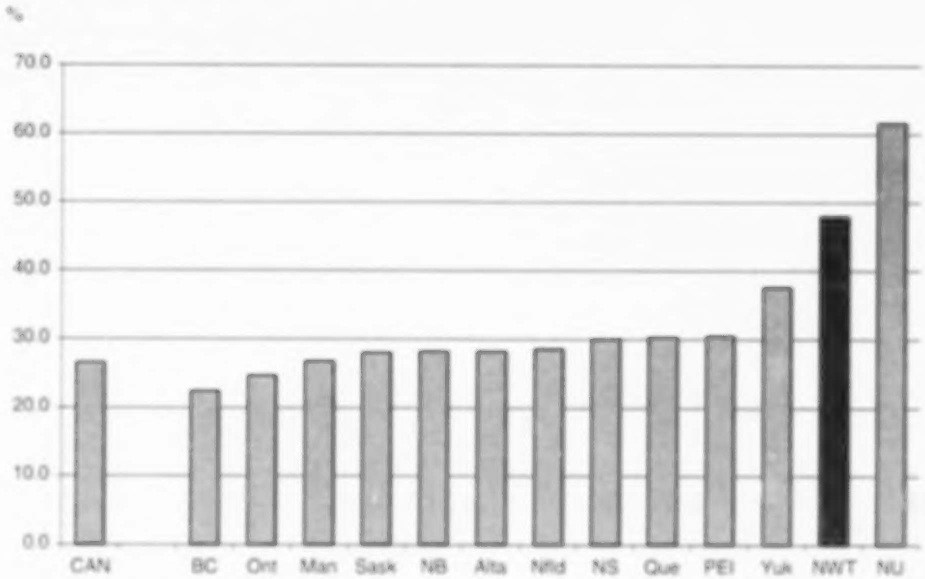
Results:

For the 1998/99 National Population Health Survey (NPHS) some 47.9% of territorial residents reported that they currently smoke cigarettes. For Canada as a whole, some 26.6% reported smoking.

Overall smoking rates showed a small improvement from 1996/97, but are generally relatively stable in the Northwest Territories compared to results from previous surveys. Further, smoking rates are similar among all NWT age categories.

Comparing results for the Northwest Territories with other Canadian jurisdictions indicate the NWT smoking rates are 12th highest of the 13 jurisdictions with only Nunavut having higher smoking rates.

Percentage of Persons Who Currently Smoke
National Population Health Survey, 1998-99



Percentage of Persons Who Currently Smoke
Northwest Territories, 1994/95 to 1998/99

	1994/95	1996/97	1998/99
All Persons	45.7	49.0	47.9
12 to 24	46.1	54.2	45.1
25 to 44	45.8	50.3	53.2
45 & Older	44.7	41.0	41.8

Percentage of Persons Who Currently Smoke
Canada, Provinces & Territories, 1998/99

	1998/99
Canada	26.6
British Columbia	22.3
Ontario	24.7
Manitoba	26.8
Saskatchewan	28.0
New Brunswick	28.2
Alberta	28.2
Newfoundland	28.6
Nova Scotia	30.0
Quebec	30.2
Prince Edward Island	30.4
Yukon	37.6
Northwest Territories	**47.9**
Nunavut	61.6

Sources & Technical Notes:

The data presented is from the National Population Health Survey (NPHS) completed in 1994/95, 1996/97 and 1998/99 by the Bureau of Statistics on behalf of Statistics Canada.

For future measures, this information will come from the new Canadian Community Health Survey (with comparable data for other jurisdictions). This survey will be done every 2 years with the first data being available for 2001.

Measure 1.3
Frequency Of Heavy Alcohol Consumption

Description:

Percentage of persons who drink 5 or more drinks on an occasion more than once a month.

Background:

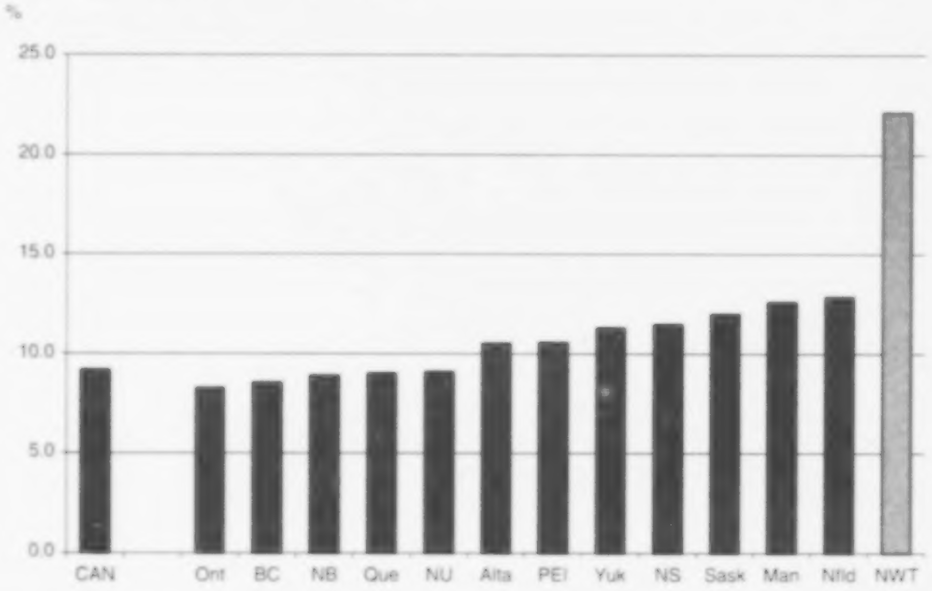
Alcohol consumption is included as a measure of health Northerners making responsible choices.

Results:

For the 1998/99 National Population Health Survey (NPHS) some 22.1% of territorial residents reported that they drank 5 or more drinks on an occasion more than once per month. The comparable value for Canada was 9.2%.

Among provinces and territories, the Northwest Territories ranked last in this measure with Newfoundland next highest at 12.9%. Ontario drank heavily least frequently with 8.3% of residents reporting that they drank 5 or more drinks on an occasion more than once per month.

Percentage of Persons Reporting Drinking 5 or More Drinks on an Occasion More than Once per Month Canada Provinces and Territories, 1998/99



Percentage of Persons Who Drink 5 or More Drinks on an Occasion More than Once a Month
Northwest Territories, 1996/97 to 1998/99

	1996/97	1998/99
All Persons	15.4	22.1
12 to 24	14.6	22.7
25 to 44	13.1	23.6
45 & Older	20.8	18.6

Percentage of Persons Who Drink 5 or More Drinks on an Occasion More than Once a Month
Canada, Provinces & Territories, 1998/99

	1998/99
Canada	9.2
Ontario	8.3
British Columbia	8.5
New Brunswick	8.9
Quebec	9.0
Nunavut	9.1
Alberta	10.5
Prince Edward Island	10.6
Yukon	11.3
Nova Scotia	11.5
Saskatchewan	12.0
Manitoba	12.6
Newfoundland	12.9
Northwest Territories	**22.1**

Sources & Technical Notes:

The data presented is from the National Population Health Survey (NPHS) completed in 1994/95, 1996/97 and 1998/99 by the Bureau of Statistics on behalf of Statistics Canada.

For future measures, this information will come from the new Canadian Community Health Survey (with comparable data for other jurisdictions). This survey will be done every 2 years with the first data being available for 2001.

Measure 1.4
Low Birth Weight Babies

Description:

Low birth weight babies per 1,000 live births.

Background:

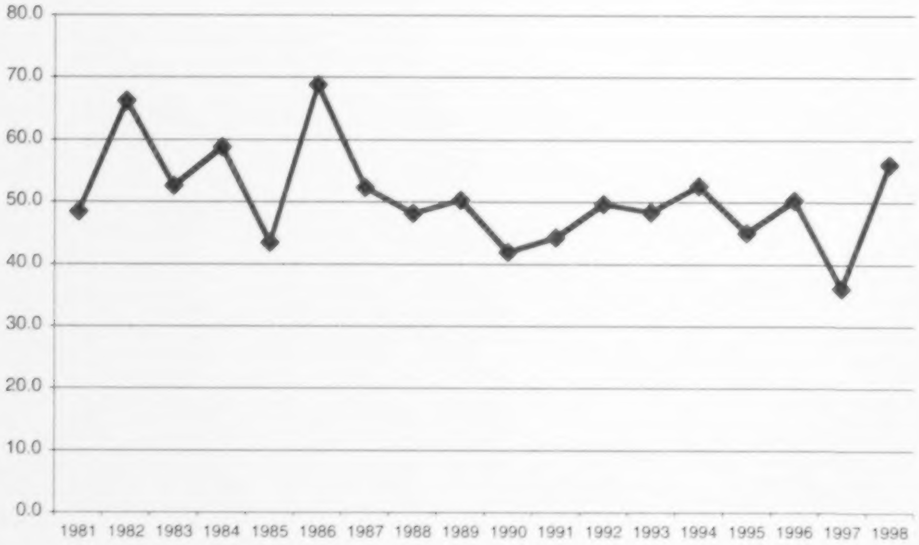
This measure is to standard measure used to identify prenatal care and the general health of newborns.

Results:

Given the relatively small number of births the rate of low birth weight babies can be somewhat volatile for the Northwest Territories. In 1998, an estimated 56.0 infants per 1,000 births weighed less than 2,500 grams. This is somewhat higher than the 5 year average, which stands at 47.9 low birth weight babies per 1,000 births for the Northwest Territories.

Both the 1998 value and the 5 year average are below the Canadian value of 57.5 low birth weight babies per 1,000 births.

Low Birth Weight Babies per 1,000 Births
Northwest Territories, 1981 - 1998



Low Birthweight Babies per 1000 Live Births
Northwest Territories, 1981 - 1998

	Number per 1000 Births
1981	48.4
1982	66.1
1983	52.5
1984	58.7
1985	43.4
1986	68.7
1987	52.3
1988	48.1
1989	50.2
1990	41.8
1991	44.2
1992	49.5
1993	48.3
1994	52.5
1995	44.9
1996	50.2
1997	36.0
1998	56.0

Sources & Technical Notes:

Low birth weight babies include children that are less than 2,500 grams at birth.

This data is based on vital statistics information compiled by Health Division of Statistics Canada.

Measure 1.5
Motor & Social Development of Children Under 4 Years of Age

Description:

Percentage of children capable of more than 80% of measured activities.

Background:

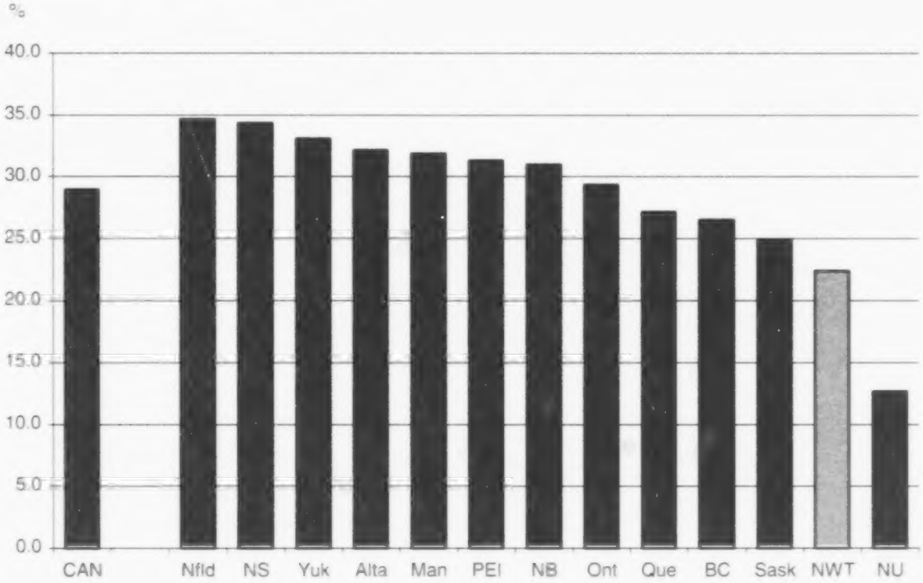
This measure is included to reflect the early childhood development of territorial children. The measures include age-specific activities such as crawling and talking for infants and counting and walking up stairs for older children.

Results:

For the 1996/97 National Longitudinal Survey of Children and Youth (NLSC/Y) some 22.4% of territorial children under the age of four were able to do at least 80% measured activities.

By comparison, 29.0% of Canadian children were able to complete 80% of the activities. NWT children ranked 12th of the 13 provinces and territories.

Percentage of Children Capable of More Than 80% of Measured Activities
Northwest Territories, 1994/95 & 1996/97



Percentage of Children Capable of More Than 80% of Measured Activities
Northwest Territories, 1994/95 & 1996/97

	1994/95	1996/97
Northwest Territories	23.4	22.4
Yellowknife	25.8	24.2
Other Communities	21.5	21.3

Percentage of Children Capable of More Than 80% of Measured Activities
Canada, Provinces & Territories, 1996/97

	1996/97
Canada	29.0
Newfoundland	34.7
Nova Scotia	34.4
Yukon	33.1
Alberta	32.1
Manitoba	31.9
Prince Edward Island	31.3
New Brunswick	31.0
Ontario	29.3
Quebec	27.2
British Columbia	26.5
Saskatchewan	25.0
Northwest Territories	**22.4**
Nunavut	12.7

Sources & Technical Notes:

The data is collected as part of the National Longitudinal Survey of Children/Youth.

The measures related to the number of 'yes' answers to 15 age-specific questions on motor and social skills of children under 4 years of age. Data for 1998/99 for the Northwest Territories is expected in the coming months. In the future, it is possible that this measure may be supplemented by information collected on school readiness by public health units.

Measure 1.6
Injury-Related Mortality

Description:

Injury related deaths per 10,000 population.

Background:

Injury related deaths (including accidents, suicides and homicides) are one of the leading causes of death and are among the most preventable causes. This indicator reflects not only the health of Northerners, but also making good decisions.

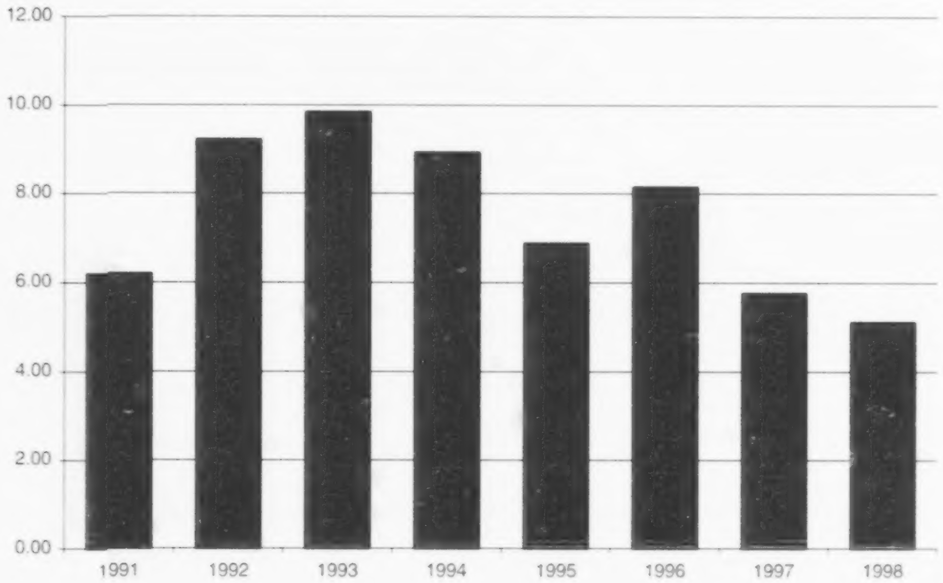
Results:

The relatively small number of deaths in the Northwest Territories can result in the measure of injury-related deaths somewhat volatile. However, having said that injury related death rate stood at 5.11 per 1,000 population in 1998, which was the second straight year below 6 per 1,000 population.

During the 1990's injury related deaths peaked in 1993 in the Northwest Territories when there were 9.22 deaths from accidents, suicides and homicides per 10,000 population.

Comparing NWT with the rest of Canada for 1997 data show that the territory ranked 12th of the 13 jurisdictions.

Injury Related Deaths per 10,000 Population
Northwest Territories, 1991 - 1998



Injury Related Deaths per 10,000 Population
Northwest Territories, 1991 - 1998

	Deaths per 10,000 Population		Deaths per 10,000 Population
1991	6.19	1995	6.88
1992	9.22	1996	8.15
1993	9.85	1997	5.74
1994	8.93	1998	5.11

Injury Related Deaths per 10,000 Population
Canada, Provinces & Territories, 1997

	Deaths per 10,000 Population
Canada	3.52
Newfoundland	2.52
Ontario	2.55
Nova Scotia	3.41
British Columbia	3.63
Prince Edward Island	3.80
New Brunswick	3.83
Quebec	3.97
Alberta	4.29
Manitoba	4.47
Saskatchewan	4.81
Yukon	5.55
Northwest Territories	**5.74**
Nunavut	19.42

Sources & Technical Notes:

Injury-related mortality includes deaths from accidents, suicides and homicides.

Rates for other jurisdictions have been age standardized to the territorial population. This data is based on vital statistics information compiled by Health Division of Statistics Canada.

Measure 1.7
Violent Crime Rate

Description:

Reported incidents of violent crime per 10,000 persons.

Background:

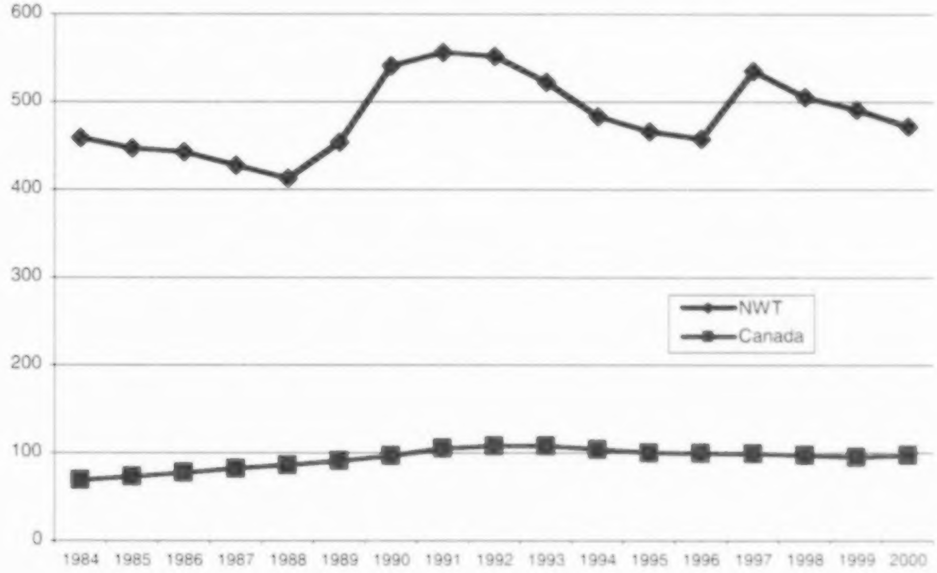
This measure is to continue to identify Northerners making good personal choices for themselves and their families.

Results:

Violent crime rates declined for the 3rd consecutive year in 2000, but remained nearly 5 times higher than the Canadian average. In 2000, there were 472 incidents of violent crime reported to the RCMP for every 10,000 territorial residents. This compares with a value of 98.2 incidents per 10,000 population in all of Canada.

Although the NWT violent crime rate was down slightly in 2000, the rate has been relatively stable in the Northwest Territories since the early 1980's. The violent crime rate peaked during this period at 556 incidents per 10,000 population in 1991, and was lowest in 1988 at 413 incidents per 10,000 population.

Reported Incidents of Violent Crime per 10,000 Persons
Northwest Territories and Canada, 1981 - 2000



Reported Incidents of Violent Crime per 10,000 Persons
Northwest Territories and Canada, 1984 - 2000

	NWT	Canada		NWT	Canada
1984	459	70	1993	522	108
1985	447	73	1994	483	105
1986	443	79	1995	466	101
1987	428	83	1996	458	100
1988	413	87	1997	536	99
1989	453	91	1998	505	98
1990	541	97	1999	491	96
1991	556	106	2000	472	98
1992	552	108			

Reported Incidents of Violent Crime per 10,000 Persons
Canada, Provinces & Territories, 2000

	2000
Canada	98
Quebec	72
Prince Edward Island	72
Ontario	89
Newfoundland	90
New Brunswick	94
Nova Scotia	99
Alberta	106
British Columbia	125
Manitoba	164
Saskatchewan	166
Yukon	333
Northwest Territories	**472**
Nunavut	607

Sources & Technical Notes:

The data presented is based on the Uniform Crime Reporting (UCR) system and originates with the Canadian Center for Justice Statistics (CCJS).

Violent crimes include homicides, attempted murder, assaults and sexual assaults.

Measure 1.8
High School Graduation Rate

Description:

High school graduates as a percentage of 18 year olds.

Background:

This measure identifies the current performance of the education system and territorial residents in achieving at least a high school education.

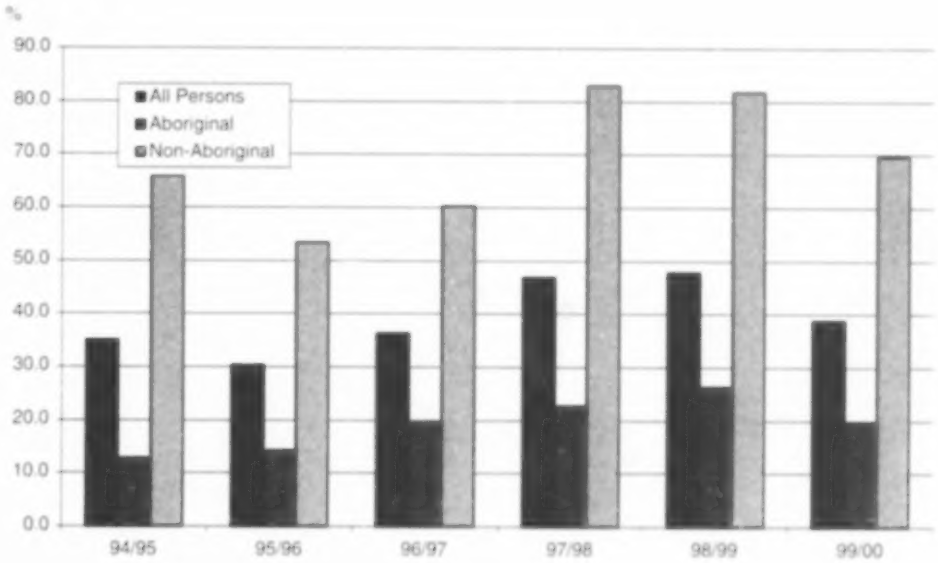
Results:

In 2000 the high school graduation rate in the Northwest Territories dropped. In 2000, the graduation rate stood at 38.9%, compared to 47.8% in 1999. The 2000 rate remained above the graduation rates seen in 1995 and 1996.

The graduation rate among aboriginal students declined in 2000 and remained around 20%. For non-aboriginal students the graduation arte was 69.6% in 2000, which is a decline from the 81.8% rate in 1999.

The overall Canadian graduation rate was 76.9% in 1999, with the highest rate at 84.8% in New Brunswick. The Northwest Territories had the lowest graduation rate amongst the jurisdictions although data was not available for Nunavut.

High School Graduates as a % of 18 Year Olds, by Ethnicity
Northwest Territories, 1994/95 – 1999/00



High School Graduates as a % of 18 Year Olds, by Ethnicity
Northwest Territories, 1994/95 – 1999/00

	All Persons	Aboriginal	Non-Aboriginal
1994/95	35.0	13.0	65.7
1995/96	30.3	14.4	53.3
1996/97	36.4	19.5	60.2
1997/98	46.8	22.8	83.0
1998/99	47.8	26.3	81.8
1999/00	38.9	19.6	69.6

High School Graduates as a % of 18 Year Olds
Canada, Provinces & Territories, 1998/99

	1998/99
Canada	76.9
New Brunswick	84.8
Quebec	84.2
Prince Edward Island	81.3
Nova Scotia	80.4
Newfoundland	79.5
Ontario	77.3
Saskatchewan	75.0
Manitoba	74.3
British Columbia	73.4
Alberta	63.3
Yukon	60.4
Northwest Territories	**47.8**
Nunavut	na

Sources & Technical Notes:

The NWT data presented is from ECE, and uses population estimates from the Bureau of Statistics. The most recent comparable provincial data is for 1998/99 and is from Statistics Canada. No data is available for Nunavut.

Measure 1.9
Highest Level of Schooling

Description:

Percentage of population 15 years and over with less than high school as their highest level of schooling.

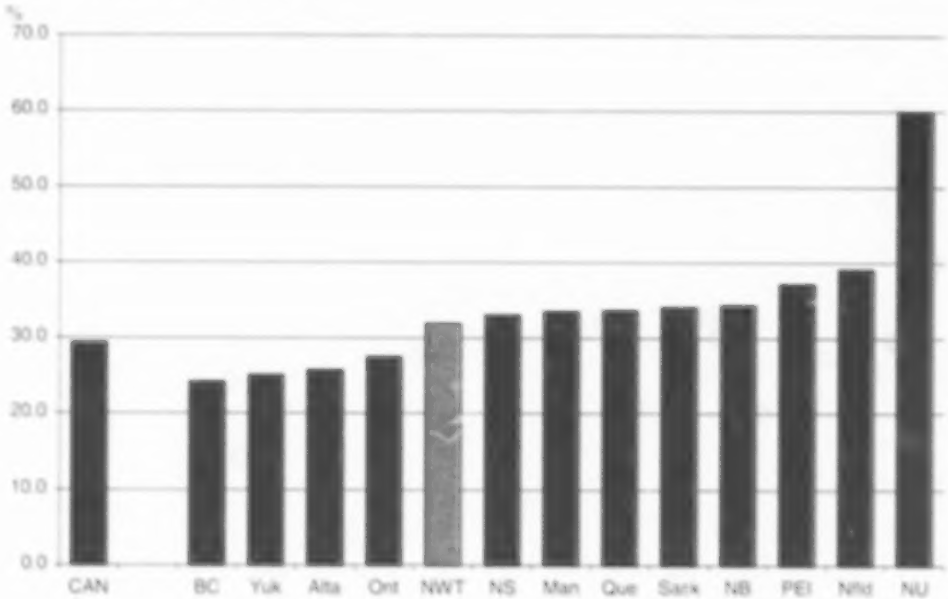
Background:

This measure identifies the overall stock of education levels. By including the measure by age, a more current indicator of education levels can be determined.

Results:

Overall levels of education have been improving in the Northwest Territories over time. The proportion of the population with less than high school as their highest level of schooling has dropped from 39.6% of the population in 1989 to 31.9% in 1999. Moreover, the percentage with less than Grade 9 has dropped even more dramatically from 22.5% to 12.8% between 1989 and 1999.

Percentage of Population with Less than High School
Canada, Provinces & Territories, 1999



Comparing the percentage of the population 15 years of age and older with less than high school with the rest of Canada shows that the Northwest Territories ranked 5th of the 13 provincial jurisdictions in 1999. British Columbia had the lowest percentage with less than high school at 24.7%.

Percentage Distribution of Highest Level of Schooling, by Age
Northwest Territories, 1989 - 99

		Less than Gr. 9	Grade 9 - 11	High School	Certificate or Diploma	University Degree
1989	All Persons	22.5	17.1	19.9	27.5	12.4
	20 - 29 Yrs.	17.6	17.0	29.6	27.0	8.5
1994	All Persons	15.6	19.1	18.9	29.7	14.6
	20 - 29 Yrs.	13.3	19.9	21.7	32.1	10.9
1999	All Persons	12.8	19.1	19.6	32.5	14.0
	20 - 29 Yrs.	8.0	22.3	31.5	28.1	9.0

Percentage of Population with Less than High School
Canada, Provinces & Territories, 1999

	All Persons
Canada	29.4
British Columbia	24.1
Yukon	25.0
Alberta	25.7
Ontario	27.4
Northwest Territories	31.9
Nova Scotia	33.0
Manitoba	33.5
Quebec	33.6
Saskatchewan	34.0
New Brunswick	34.3
Prince Edward Island	37.2
Newfoundland	39.1
Nunavut	59.8

Sources & Technical Notes:

The data presented about the NWT is from labour force surveys completed by the Bureau of Statistics. Inter-provincial comparisons use data from the national monthly labour force survey, except for the NWT and NU which are from the 1999 NWT Community Labour Force Survey.

For on-going measures, the new monthly labour force survey recently started in the NWT will be used. It is expected that annual averages (with comparable data for other jurisdictions) would be presented.

Measure 1.10
Enrollment in Post-Secondary Education Programs

Description:

Students accessing student financial assistance.

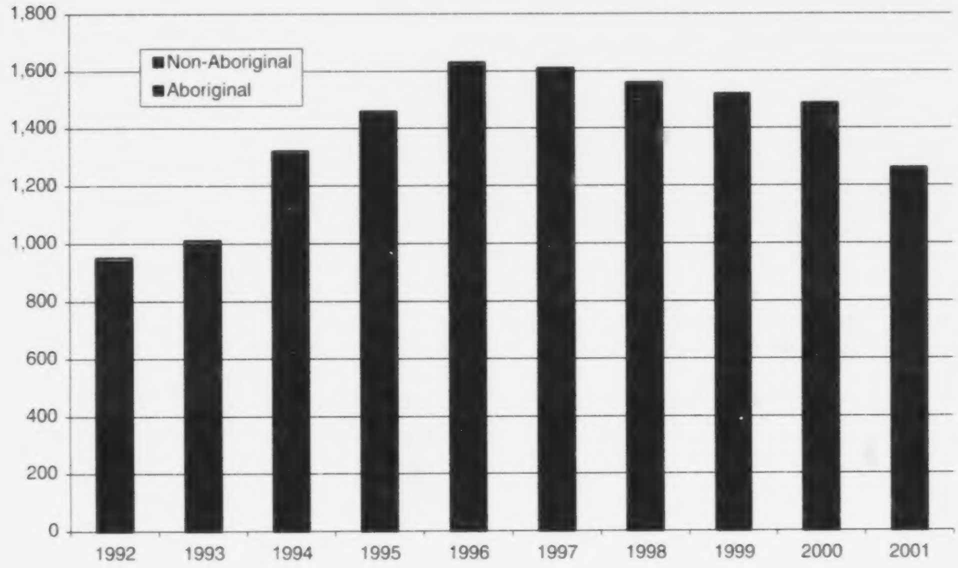
Background:

This measure is included to reflect current participation in post-secondary schooling

Results:

The number of NWT students accessing Student Financial Assistance declined for the fifth straight year to 1,260 students. This decline was seen for both aboriginal and non-aboriginal students.

Students Accessing Student Financial Assistance
Northwest Territories, 1992 - 2001



Data from the 1996 Census shows that the percentage of NWT residents aged 20 to 24 years of age who attend school ranked 12th at 30.3%. However, the percentage of persons 25 and over in the Northwest Territories who attend school was 2nd highest at 9.8%.

Students Accessing Student Financial Assistance
Northwest Territories, 1992 - 2001

	Total	Aboriginal	Non-Aboriginal
1992	950	390	560
1993	1,010	410	600
1994	1,320	630	690
1995	1,460	740	720
1996	1,630	860	770
1997	1,610	780	830
1998	1,560	780	780
1999	1,520	740	780
2000	1,489	729	760
2001	1,260	535	725

Percentage of Population Attending School Full or Part Time, by Age Group
Canada, Provinces & Territories, 1996

	20 - 24 Years	25 Years & Over
Canada	47.9	7.8
Ontario	53.0	8.4
Quebec	50.4	7.9
Newfoundland	46.7	6.2
British Columbia	44.1	8.1
Nova Scotia	41.9	5.1
Alberta	40.4	7.6
Yukon	39.4	9.3
New Brunswick	38.8	5.3
Manitoba	38.4	6.6
Saskatchewan	37.7	5.5
Prince Edward Island	37.4	4.6
Northwest Territories	30.3	9.8
Nunavut	24 8	11 0

Sources & Technical Notes:

The data is from the Student Financial Assistance system of ECE. Inter-provincial comparisons use information from the national Census.

Measure 1.11
Ratio of Home Language to Mother Tongue

Description:

Ratio of home language to mother tongue.

Background:

This measure is to help reflect the strength of the various language groups within the territorial population.

Results:

Examining aboriginal language ability among the territorial aboriginal population indicates that there is considerable variation among communities. In places like Rae-Edzo, Deline, and Wekweti almost all aboriginal residents speak their language. By comparison, about 20% of the aboriginal population in Aklavik, Tuktoyaktuk, Yellowknife or Fort Smith speak their aboriginal language.

Percentage of Aboriginal Persons 15 Years of Age & Over Able to Speak Aboriginal Language
Northwest Territories, 1999

	Percent		Percent
Aklavik	18.7	Kakisa	67.9
Colville Lake	76.2	Lutselke	79.5
Deline	93.4	Nahanni Butte	74.6
Detah	77.4	Norman Wells	28.7
Fort Good Hope	47.7	Paulatuk	27.0
Fort Liard	78.8	Rae Edzo	97.9
Fort McPherson	27.4	Rae Lakes	98.4
Fort Providence	61.1	Sachs Harbour	27.6
Fort Resolution	40.9	Trout Lake	90.7
Fort Simpson	54.9	Tsiigehtchic	31.3
Fort Smith	23.3	Tuktoyaktuk	25.3
Hay River	28.7	Tulita	62.9
Hay River Reserve	57.3	Wekweti	96.8
Holman	58.2	Wha Ti	98.9
Inuvik	24.8	Wrigley	92.0
Jean Marie River	62.0	Yellowknife	21.9

The relationship between home language and mother tongue for language groups is a standard national measure of the strength of a language. It is generally considered that persons that do not use their mother tongue as the primary language in their home are more susceptible to losing their language.

In the Northwest Territories languages such as Gwichin, Inuktitut or Inuvialuktun, and Cree the ratio between home language and mother tongue is about 20. This contrasts with Dogrib where the ratio is approximately 70.

Ratio of Home Language to Mother Tongue
Northwest Territories, 1996

	1996
English	115.7
French	35.3
Slavey	57.2
Dogrib	67.8
Inuktitut	20.4
Chipewyan	41.2
Gwich'in	16.3
Cree	17.6

Sources & Technical Notes:

The data presented is based on Census data that is collected every 5 years. Community information is from the 1999 NWT labour force survey.

Measure 1.12
Housing Suitability

Description:

Percentage of households with 6 or more residents.

Background:

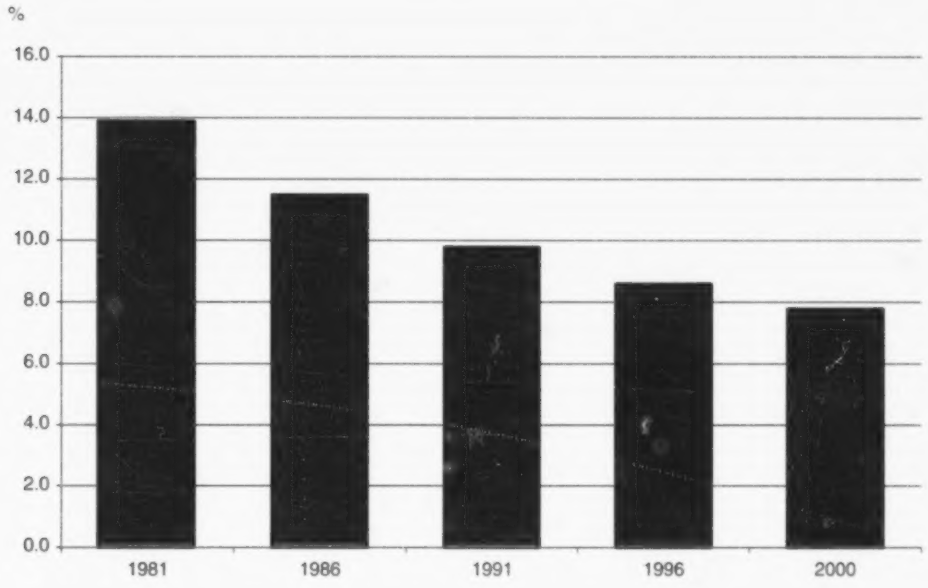
This measure is included as suitability was suggested as the housing issue having the most wide spread impact on other areas (such as health and education of the population).

Results:

Housing suitability is a major contributor to housing need in the Northwest Territories with over 900 households in core housing need because of suitability problems. Some 74% of the households with suitability problems are in smaller NWT communities.

Examining information on household size suggests that crowding issues are improving in the Northwest Territories. In 1981 some 13.9% of households contained 6 or more residents. By comparison, some 7.8% of dwellings contained 6 or more residents at the time of the 2000 NWT Housing Needs Survey.

Percentage of Households with 6 or More Residents



Northwest Territories, 1981 - 2000

Comparing the Northwest Territories with other jurisdictions reveals that only Nunavut at 22.5% of the dwellings had a higher percentage of these large households at the time of the 1996 Census.

Households with Suitability Problems and in Core Need, by Type of Community
Northwest Territories, 2000

	All Households	%	Suitability Problem	%	Core Need	%
Northwest Territories	13,405	100.0	1,340	10.0	915	6.8
Yellowknife	5,952	100.0	355	6.0	155	2.6
Hay River, Fort Smith, Inuvik	3,283	100.0	191	5.8	82	2.5
Rest of the Communities	4,170	100.0	795	19.1	678	16.3

Percentage of Households with 6 or More Residents
Northwest Territories, 1981 - 2000

1981	1986	1991	1996	2000
13.9	11.5	9.8	8.6	7.8

Percentage of Households with 6 or More Residents
Canada, Provinces & Territories, 1996

	1996
Canada	3.3
Quebec	2.0
New Brunswick	2.4
Nova Scotia	2.6
Yukon	3.3
Newfoundland	3.5
British Columbia	3.7
Manitoba	3.7
Ontario	3.8
Alberta	3.9
Prince Edward Island	4.0
Saskatchewan	4.0
Northwest Territories	**8.6**
Nunavut	22.5

Sources & Technical Notes:

The data presented for the NWT is from the NWT Housing Needs Survey, conducted in early 2000. This survey is repeated about every four years.

The inter-provincial comparisons are based on Census data that is collected every 5 years.

Measure 2.1
GNWT Deficit

Description:

GNWT deficit.

Background:

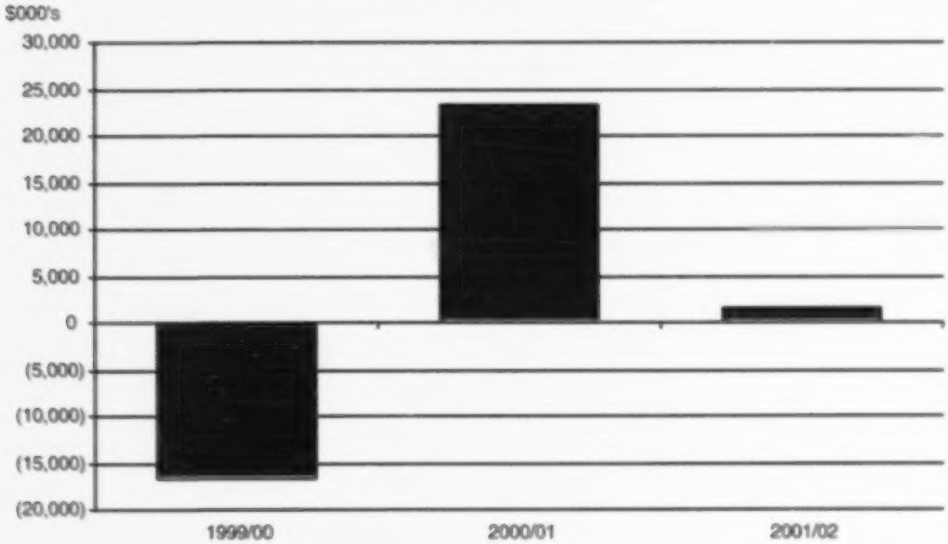
This measure is intended to reflect the relative financial health of the Government of the Northwest Territories.

Results:

According to the most recent budget the GNWT is expecting to have a surplus at the end of the current fiscal year. However this surplus is expected to be smaller than the accumulated surplus at the end of 2000/01.

As of March 31, 2001 the Northwest Territories was one of eight jurisdictions having either a surplus at the end of the fiscal year. Nunavut and the Yukon had the highest percentage when comparing deficits to the overall value of their economy, as measured by gross domestic product (GDP).

Deficit/Surplus
Government of the Northwest Territories, 1999 to 2002



Government of the Northwest Territories Surplus and Deficit
March 31, 1999 - 2002 ($'000)

	Surplus/ Deficit
1999/00	(16,751)
2000/01	23,257
2001/02	1,666

Deficit as % of GDP
Canada, Provinces & Territories, March 31, 2001

	2001
Alberta	-
Quebec	-
British Columbia	-
Ontario	-
Saskatchewan	-
Nova Scotia	-
Newfoundland	-
Northwest Territories	**-**
Manitoba	0.1
New Brunswick	0.1
Prince Edward Island	0.5
Yukon	1.6
Nunavut	3.1

Sources & Technical Notes:

Data for the Northwest Territories is as presented in the territorial budget or if available the Public Accounts.

Inter-provincial comparisons use FMS information produced by Statistics Canada for all jurisdictions.

Measure 2.2
GNWT Debt

Description:

GNWT gross debt.

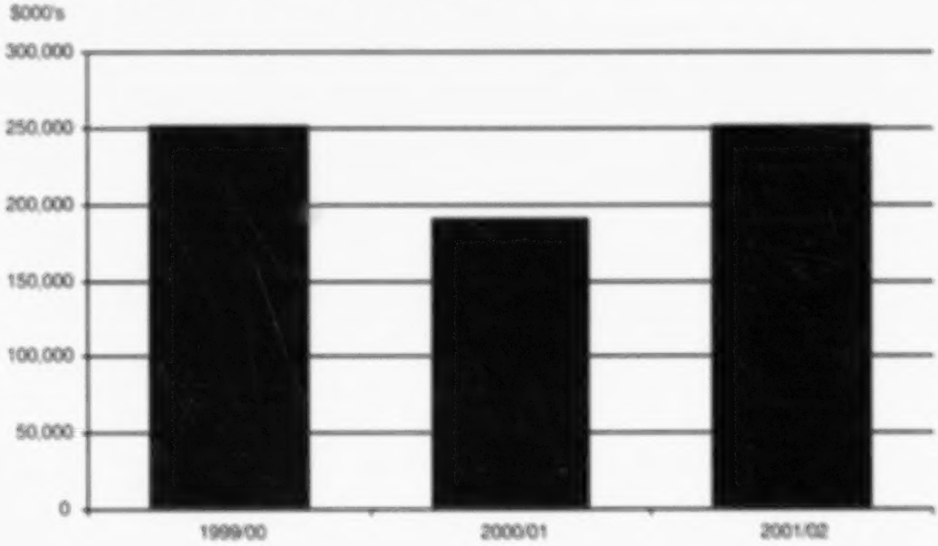
Background:

This measure is intended to reflect the relative financial health of the Government of the Northwest Territories.

Results:

Overall gross debt is expected to increase from approximately from $189 million for March 31, 2001 to $251 million at the end of the current fiscal year.

Gross Debt
Government of the Northwest Territories, 1999 to 2002



Government of the Northwest Territories Gross Debt
March 31, 1996 - 2001 ($000)

	Gross Debt
1999/00	250,840
2000/01	189,923
2001/02	250,815

Net Debt as a % of GDP at Market Prices
Provinces & Territories, March 31, 1999

	Debt/GDP
Canada	28.8
Yukon	-
Alberta	0.4
NWT & NU	2.4
British Columbia	13.7
Ontario	29.2
Manitoba	30.5
New Brunswick	32.2
Saskatchewan	34.8
Prince Edward Island	34.9
Nova Scotia	44.3
Quebec	47.2
Newfoundland	72.1

Sources & Technical Notes:

Data for the Northwest Territories is as presented in the territorial budget or if available the Public Accounts.

Inter-provincial comparisons use FMS information produced by Statistics Canada for all jurisdictions.

Measure 2.3
Public Debt Charges to GNWT Revenues

Description:

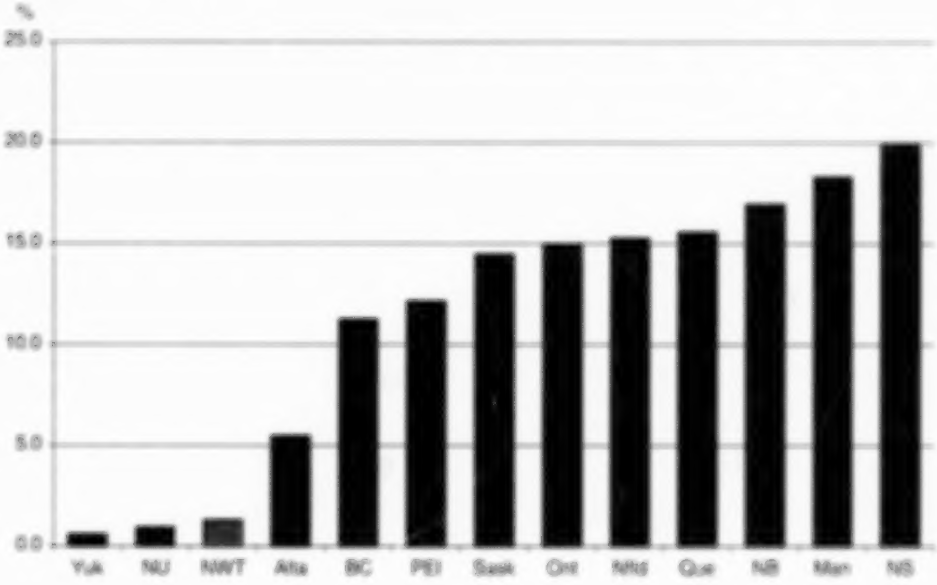
Debt charges as a percentage of GNWT revenues.

Background:

This measure is intended to reflect the relative financial health of the Government of the Northwest Territories.

Results:

Because of small deficits and accumulated debt, the territories have a much lower proportion of their overall revenues dedicated to debt charges. The Northwest Territories ranks 3rd among jurisdictions in this value, while Nova Scotia has the heaviest debt burden at 20% of their total revenue.



Debt Charges as a Percentage of Provincial/Territorial Revenue
Provinces and Territories, 2001

Debt Charges as a Percentage of Provincial/Territorial Revenues
Provinces & Territories, March 31, 2001

	2001
Yukon	0.6
Nunavut	0.9
Northwest Territories	**1.3**
Alberta	5.5
British Columbia	11.2
Prince Edward Island	12.1
Saskatchewan	14.5
Ontario	14.9
Newfoundland	15.3
Quebec	15.5
New Brunswick	16.9
Manitoba	18.3
Nova Scotia	19.9

Sources & Technical Notes:

Data for the Northwest Territories is as presented in the territorial budget or if available the Public Accounts.

Inter-provincial comparisons use FMS information produced by Statistics Canada for all jurisdictions.

Measure 2.4
GNWT Capital Asset Replacement Rate

Description:

Specific measure is under development.

Background:

This measure is included to reflect the government's success at maintaining or expanding its capital stock.

Sources & Technical Notes:

Measure under development.

Measure 2.5
Distribution of Government Revenue, by Level of Government

Description:

Ratio of federal revenues to expenditures in the Northwest Territories.

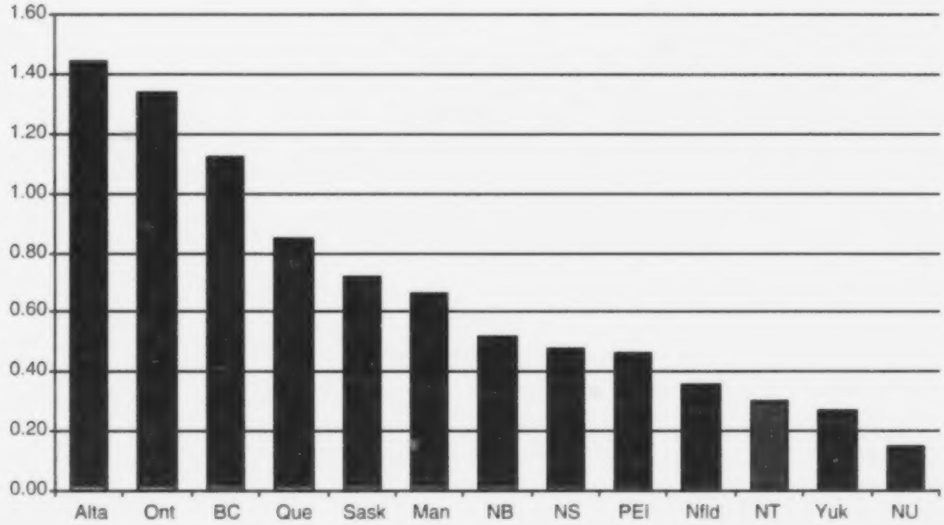
Background:

This measure is to reflect the balance of revenues generated by the various levels of government in the Northwest Territories.

Results:

Examining overall federal government revenues obtained from the Northwest Territories with federal expenditures shows a ratio of 0.28. This indicates that for every dollar of expenditure made by the federal government in terms of transfers to governments, businesses and persons, there is 28 cents of revenue for the federal government being generated in the form of taxes and other transfers to the federal government.

Ratio of Federal Revenues to Expenditures
Provinces and Territories, 1999



The Northwest Territories ranks 11th among jurisdictions, with Alberta, Ontario and British Columbia generated more revenue than expenditures for the federal government as have provinces. As revenue is generated from non-renewable resource development begins to accrue the NWT value is expected to change dramatically.

Distribution of Government Revenues, by Level of Government
Northwest Territories & Nunavut, 1992 - 1999

		Territorial		Local	
	Federal	Transfers from Gov'ts	Own Source	Transfers from Gov'ts	Own Source
1992	309	893	191	88	33
1993	332	957	188	93	35
1994	352	985	193	97	37
1995	353	921	201	99	38
1996	327	990	199	100	38
1997	330	1,013	199	96	41
1998	338	1,057	207	108	41
1999	313	761	215	94	35

Ratio of Federal Revenues to Expenditures
Provinces and Territories, 1999

	1999
Alberta	1.48
Ontario	1.41
British Columbia	1.11
Quebec	0.89
Saskatchewan	0.67
Manitoba	0.65
New Brunswick	0.51
Nova Scotia	0.50
Prince Edward Island	0.48
Newfoundland	0.38
Northwest Territories	**0.28**
Yukon	0.24
Nunavut	0.15

Sources & Technical Notes:

Data on revenues is from the Provincial Income & Expenditure Accounts produced by Statistics Canada. Federal revenues refer to federal government revenues generated from persons, businesses and other activities from within the territory.

Separate data for the Northwest Territories and Nunavut was produced by the NWT Bureau of Statistics based on combined information published by Statistics Canada.

Measure 3.1
Final Domestic Demand

Description:

Percentage annual increase in final domestic demand.

Background:

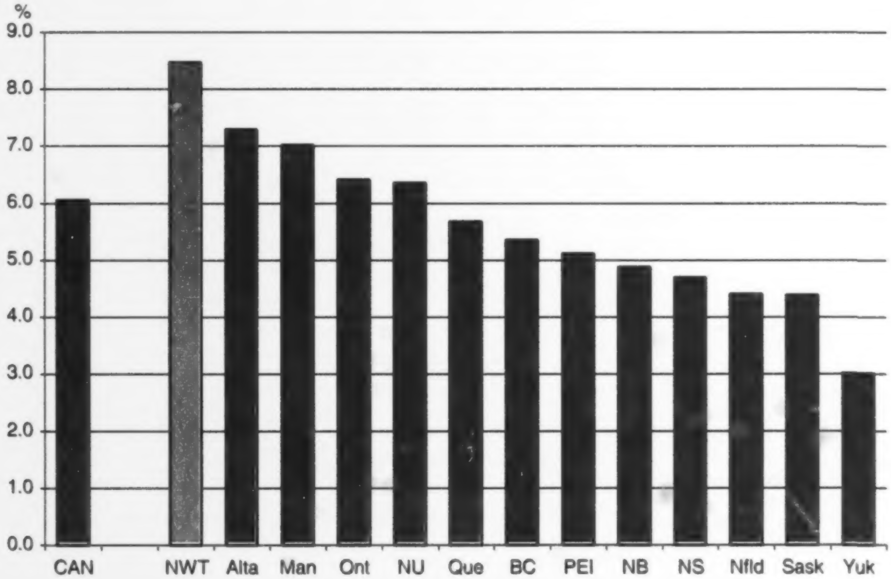
This measure is intended to indicate the overall robustness of the economy. Final domestic demand includes all spending on goods & services as well as capital investment by government and business.

Results:

As final demand information is only available for the Northwest Territories separate from Nunavut for 1999, the information presented here is for personal income, which is the largest portion of final demand.

Growth in personal income between 1999 and 2000 in the Northwest Territories was at 8.5%, which ranked 1st among provinces and territories. Alberta ranked second in income growth, while the Yukon had the lowest growth in personal income in 2000.

Percentage Increase in Personal Income
Canada, Provinces & Territories, 1999-2000



Percentage Increase in Personal Income
Canada, Provinces & Territories, 1999-2000

	1999/2000
Canada	6.1
Northwest Territories	**8.5**
Alberta	7.3
Manitoba	7.0
Ontario	6.4
Nunavut	6.4
Quebec	5.7
British Columbia	5.3
Prince Edward Island	5.1
New Brunswick	4.9
Nova Scotia	4.7
Newfoundland	4.4
Saskatchewan	4.4
Yukon	3.0

Sources & Technical Notes:

The data presented is based on information from the System of National Accounts produced annually by Statistics Canada.

Measure 3.2
Personal Income

Description:

Percentage of tax filers with less than $15,000 income and percentage of tax filers with more than $40,000 income.

Background:

This measure reflects distribution of personal income, examining both the percentage of tax filers with less than $15,000 annual income and those with more than $40,000 income.

Results:

Examining at the distribution of personal income for tax filers in the Northwest Territories shows that the percentage of tax filers with less than $15,000 total income declined slightly in 1998, while the percentage of filers over $40,000 income decreased slightly.

Percentage Income Distribution for Tax filers, by Type of Community
Northwest Territories, 1992 -1998

	Northwest Territories	Yellowknife	Hay River, Fort Smith & Inuvik	Rest of the Communities
<$15,000				
1992	35.6	24.2	35.4	55.8
1993	35.9	24.3	36.0	56.5
1994	34.6	23.9	34.9	52.9
1995	35.3	24.9	35.4	53.0
1996	35.1	24.5	35.5	52.7
1997	35.9	24.4	35.6	54.2
1998	35.5	24.8	34.6	52.7
>$40,000				
1992	34.9	45.1	33.7	18.3
1993	34.3	43.8	33.3	18.2
1994	35.9	46.4	34.4	19.2
1995	35.3	45.4	34.3	18.8
1996	35.3	45.9	33.5	18.9
1997	34.9	45.9	33.7	18.5
1998	34.2	45.0	33.3	18.7

Comparing income distribution information for the Northwest Territories with other jurisdictions indicates that the NWT had the 2nd lowest percentage of tax filers with less than $15,000 income, while ranking 1st in the percentage of filers with more than $40,000 income.

Income Distribution for Tax Filers
Canada, Provinces & Territories, 1998

	Less than $15,000	$40,000 or More
Canada	40.6	21.7
Yukon	34.9	30.3
Northwest Territories	**35.6**	**34.2**
Ontario	37.6	25.1
Alberta	38.0	24.2
British Columbia	40.4	23.1
Manitoba	42.5	17.5
Quebec	43.5	18.1
Saskatchewan	43.7	17.6
Prince Edward Island	44.8	12.3
Nova Scotia	45.0	17.2
New Brunswick	47.1	14.7
Nunavut	47.3	25.1
Newfoundland	52.3	12.4

Sources & Technical Notes:

This data is from Revenue Canada's locality code statistics. This represents 100% of tax filers and is available on an annual basis.

It is possible to produce historical information back to the early 1980's, but tax changes in the early 1990's makes some of these comparisons more difficult.

Measure 3.3
Economic Diversification

Description:

Increase in gross domestic product in the Northwest Territories in industries other than mining or government services.

Background:

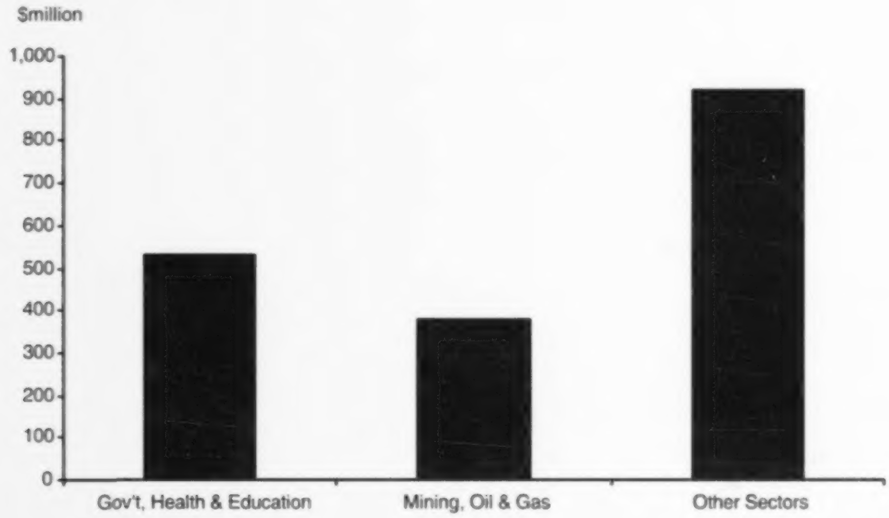
This measure is intended to identify diversification in the economy by examining growth in our gross domestic product (GDP), which is an aggregate measure of economic activity, in industrial sectors other than mining, oil and gas or government activity.

This is not to suggest that other sectors are not influenced by government or mining, but growth in these other sectors may reflect not only economic diversification, but also the economy's ability to capture some of the indirect and secondary benefits of these primary industries.

Results:

For 1999, the overall value of economic activity was $1,828.1 million for the Northwest Territories. This value included some $921 million in economic activity in sectors other than government services and mining.

Percentage of Gross Domestic Product, by Sector
Northwest Territories, 1999



Gross Domestic Product not in Mining, or Government Services ($millions)
Northwest Territories, 1999

	GDP at Factor Cost
Gross Domestic Product at Factor Cost	1,828.1
Mining, Oil & Gas	375.8
Gov't, Health & Education	530.8
Other Industries	921.5
Manufacturing	5.9
Construction	166.2
Transportation	137.9
Retail & Wholesale Trade	116.9
Business Services	58.3
Accommodation & Food Services	43.7
Real Estate Operators	170.8
Communication	127.4
Other Services	94.4

Sources & Technical Notes:

The data presented is for the Northwest Territories separate from Nunavut. This data started being available from Statistics Canada for the 1999 reference year. Data is in constant dollars.

Measure 3.4
Employment Diversification

Description:

Public sector employment as a percentage of total employment.

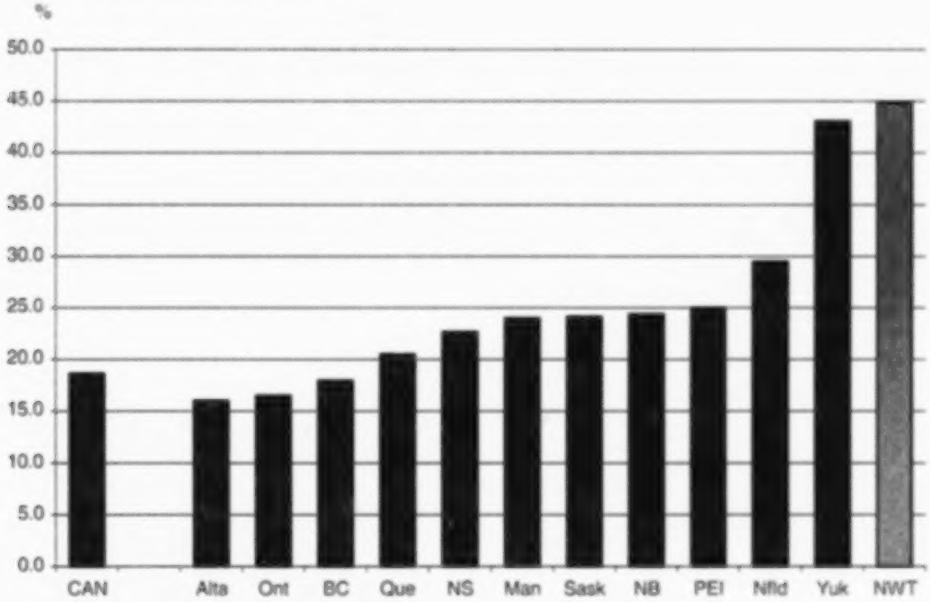
Background:

Government is the predominant employer in the Northwest Territories. This measure is intended to indicate success at developing the non-government sector and to further diversify the economy.

Results:

Results from the new monthly labour force survey indicate that to date in 2001, the Northwest Territories had the highest percentage of total employment, working in the public sector at 44.9%. This value was very similar to the Yukon. Alberta and Ontario were the two jurisdictions with the lowest percentage of the workforce in the public sector at about 16%.

Percentage of Total Employment in the Public Sector
Canada, Provinces & Territories, 2001



Note: Information for 2001 was determined based on monthly values for February through August. This is the period for which monthly data has been published for the Northwest Territories.

Percentage of Total Employment in the Public Sector
Canada, Provinces & Territories, 2001

	2001
Canada	18.6
Alberta	16.0
Ontario	16.5
British Columbia	18.0
Quebec	20.5
Nova Scotia	22.7
Manitoba	24.0
Saskatchewan	24.1
New Brunswick	24.4
Prince Edward Island	25.0
Newfoundland	29.5
Yukon	43.1
Northwest Territories	**44.9**

Sources & Technical Notes:

The data presented is from the new monthly labour force survey being completed by Statistics Canada with support by the NWT Bureau of Statistics. It is expected that annual averages (with comparable data for other jurisdictions) would be presented in future releases.

Data from the monthly LFS reflects only NWT residents. Rotational and other non-resident employees are not included in employment totals.

Measure 3.5
Labour Supply Skills

Description:

Percentage of persons with post secondary diploma, certificate or degree.

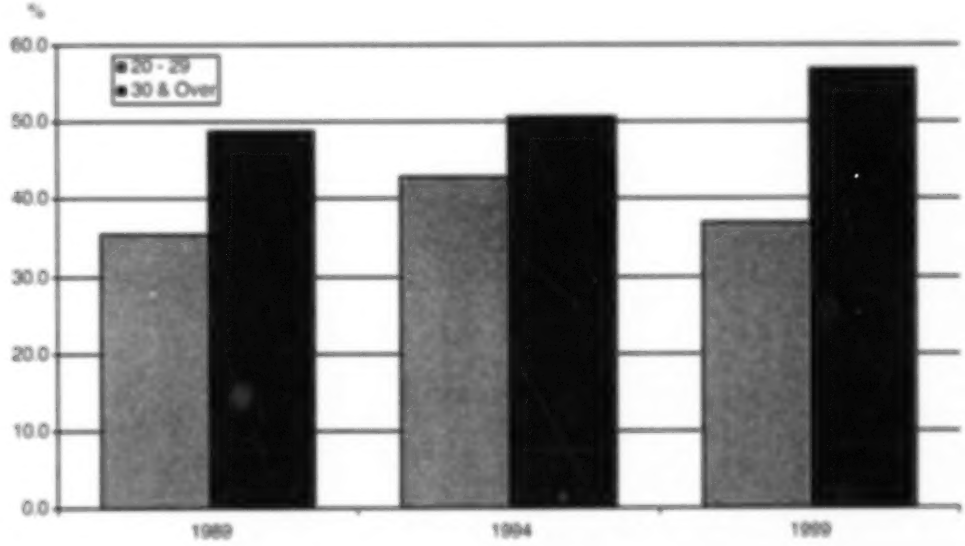
Background:

This measure is to identify progress in preparing Northerners to take advantage of employment opportunities. Presenting data by residency, reveals nature of imported labour market.

Results:

Overall, the labour supply in the Northwest Territories has high skill levels with the percentage of persons with post-secondary schooling increasing from xx.x% in 1989 to xx.x% in 1999. The largest increases are seen among those 30 years of age and older.

Percentage of Persons with Post Secondary Diploma, Certificate or Degree, by Age
Northwest Territories, 1989 - 1999



Comparing the Northwest Territories with other jurisdictions shows that the Northwest Territories ranked 2nd of all provinces and territories.

Percentage of Persons with Post Secondary Diploma, Certificate or Degree, by Age & Residency
Northwest Territories, 1989 - 1999

		1989	1994	1999
All Persons	20 - 29	35.5	43.0	37.1
	30 & Over	48.7	50.7	56.9
Aboriginal	20 - 29	22.9	25.7	24.6
	30 & Over	27.1	33.5	40.1
Non-Aboriginal	20 - 29	46.4	61.0	50.2
	30 & Over	62.9	61.5	68.8
Resident < 10 Years	20 - 29	50.5	60.0	59.0
	30 & Over	63.2	61.1	71.8
Resident 10 Years or More	20 - 29	24.9	31.5	27.2
	30 & Over	41.7	45.0	53.3

Percentage of Persons 15 & Over with Post Secondary Diploma, Certificate or Degree
Canada, Provinces & Territories, 1999

	1999
Canada	42.5
Yukon	46.9
Northwest Territories	46.5
Nova Scotia	44.7
Alberta	43.6
Quebec	43.3
British Columbia	42.9
Ontario	42.6
Prince Edward Island	39.4
Manitoba	39.2
New Brunswick	38.8
Newfoundland	38.0
Saskatchewan	36.6
Nunavut	30.2

Sources & Technical Notes:

The data presented is from labour force surveys completed by the Bureau of Statistics.

Any on-going measures, using residency would need to be based on the labour force surveys completed by the Bureau of Statistics as the national LFS and the Census do not include a residency variable.

Measure 3.6
Overall Labour Force Activity

Description:

Overall employment rate.

Background:

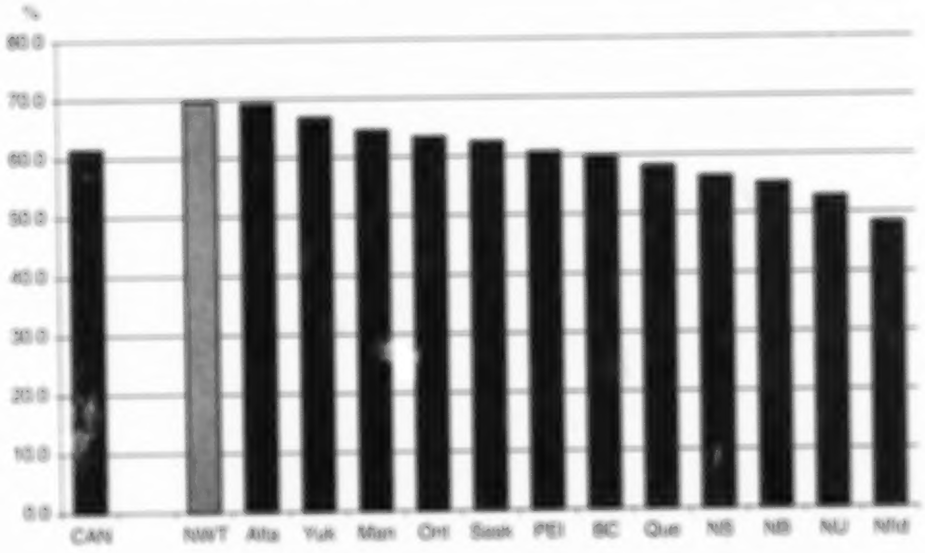
This measure is to identify the success of our economy in improving employment opportunities for residents of the Northwest Territories. The measures presented are the standard measures of labour market activity used in Canada.

Results:

Information from the new monthly labour force survey indicates improving labour market conditions for territorial residents since the 1999 labour force survey. The overall employment rate for the Northwest Territories improved from 67.5% in 1999 to 69.6% in 2001.

In addition to the improvement in the employment rate, the unemployment rate in the territory has declined from 13.7% in 1999 to 8.7% in 2001.

Employment Rate
Canada, Provinces and Territories, 2001



Note: Information for 2001 is determined based on the average of monthly values for February through August. This is the period for which monthly data has been published for the Northwest Territories.

Comparing the employment rate for the Northwest Territories with other jurisdiction reveals that the NWT ranked 1st among all provinces and territories.

Measure 3.6
Labour Force Activity, NWT

Key Measures of Labour Market Activity
Northwest Territories, 1986 - 2001

	Partic. Rate	Unemp. Rate	Emp. Rate
1986	74.5	11.2	66.2
1989	74.9	13.2	65.0
1991	78.2	11.3	69.3
1994	77.2	14.8	65.7
1996	77.2	11.7	68.2
1999	78.3	13.7	67.5
2001	76.2	8.7	69.5

Key Measures of Labour Market Activity
Canada, Provinces & Territories, 2001

	Partic. Rate	Unemp. Rate	Emp. Rate
Canada	66.0	7.2	61.2
Northwest Territories	**76.2**	**8.7**	**69.5**
Alberta	72.3	4.6	69.0
Yukon	76.9	11.7	68.0
Manitoba	68.1	5.0	64.7
Ontario	67.3	6.3	63.1
Saskatchewan	65.9	5.8	62.0
Prince Edward Island	67.6	12.0	59.6
British Columbia	64.1	7.7	59.2
Quebec	63.6	8.7	58.1
Nova Scotia	62.4	9.7	56.3
New Brunswick	62.2	11.2	55.2
Nunavut	66.6	20.7	52.8
Newfoundland	57.4	16.2	48.1

Sources & Technical Notes:

The data presented is from the new monthly labour force survey being completed by Statistics Canada with support by the NWT Bureau of Statistics. It is expected that annual averages (with comparable data for other jurisdictions) would be presented in future releases. Data from the monthly LFS reflects only NWT residents. Rotational and other non-resident employees are not included in employment totals.

Historical data presented is from labour force surveys completed by the Bureau of Statistics and from the national Census.

Measure 3.7
Labour Force Activity by Community Type

Description:

Employment rate by community type.

Background:

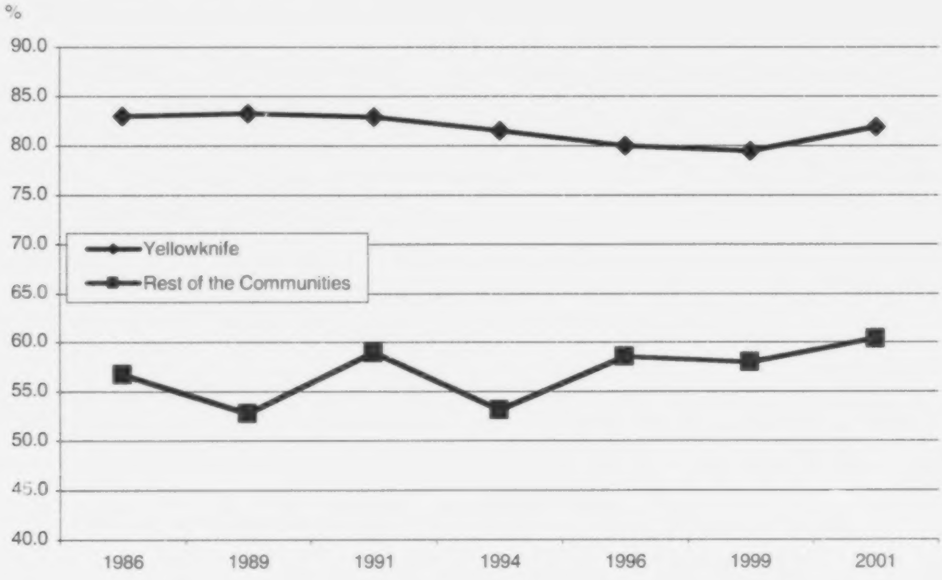
This measure is a companion to the previous measure. Labour market conditions vary significantly by community type and this measure would assist in assessing the success by community type.

Results:

Although not the ideal geographic breakdown, information is available from the new monthly labour force survey that allows labour market conditions to be tracked in Yellowknife and in the rest of the communities. This is not ideal as conditions can vary significantly in other NWT communities. However, this information does allow an assessment of current NWT labour market conditions in areas outside of Yellowknife.

Looking at employment rates for 2001, indicates that employment rates have improved both in Yellowknife and in communities outside of Yellowknife in 2001. The overall employment rate improved from 57.9% in 1999 to 60.3% in 2001 in smaller NWT communities. The corresponding values for Yellowknife were 79.5 to 81.9% in 1999 and 2000, respectively.

Key Measures of Labour Market Activity
Northwest Territories, 1986 – 2001



Note: Information for 2001 is determined based on the average of monthly values for February through August. This is the period for which monthly data has been published for the Northwest Territories.

Key Measures of Labour Market Activity
Northwest Territories, 1986 - 2001

	Partic. Rate	Unemp. Rate	Emp. Rate
Yellowknife			
1986	87.4	5.1	83.0
1989	87.1	4.4	83.3
1991	87.3	5.1	82.9
1994	87.5	6.8	81.5
1996	85.4	6.4	80.0
1999	86.2	7.9	79.5
2001	85.8	4.5	82.0
Rest of the Communities			
1986	67.2	15.5	56.7
1989	66.7	21.0	52.8
1991	71.1	17.1	58.9
1994	68.9	23.0	53.1
1996	70.5	17.1	58.5
1999	71.8	19.4	57.9
2001	69.5	12.7	60.7

Sources & Technical Notes:

The data presented is from the new monthly labour force survey being completed by Statistics Canada with support by the NWT Bureau of Statistics. It is expected that annual averages (with comparable data for other jurisdictions) would be presented in future releases. Data from the monthly LFS reflects only NWT residents. Rotational and other non-resident employees are not included in employment totals.

Historical data presented is from labour force surveys completed by the Bureau of Statistics and from the national Census.

Measure 3.8
Employment, by Gender and Ethnicity

Description:

Employment rate by community type by gender and ethnic group.

Background:

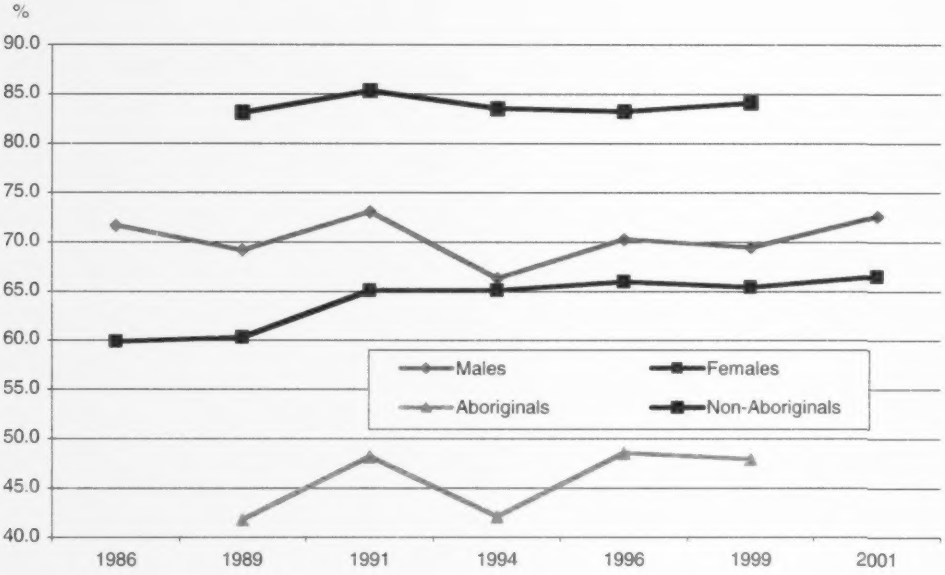
This measure is again further information on economic success of territorial residents. This measure will present key labour market data by ethnic group and by gender.

Results:

Labour market results improved for both male and female territorial residents between 1999 and 2001. However, employment rates did rise most significantly among male residents from 69.5% to 71.8%. For females the increase was from 65.4% in 1999 to 66.5% in 2001.

At this time the new monthly labour force survey is not able to report results by ethnic group. This is an improvement that is being worked on with Statistics Canada. However, in 1999 there were significant variations in employment rates for aboriginal and non-aboriginal residents of the Northwest Territories.

Employment Rate, by Gender and Ethnic Group
Northwest Territories, 1986-2001



Note: Information for 2001 is determined based on the average of monthly values for February through August. This is the period for which monthly data has been published for the Northwest Territories.

Key Measures of Labour Market Activity
Northwest Territories, 1986 - 2001

	Partic. Rate	Unemp. Rate	Emp. Rate
Males			
1986	81.3	11.8	71.7
1989	80.7	14.2	69.2
1991	82.9	11.8	73.1
1994	80.6	17.7	66.3
1996	81.2	13.4	70.3
1999	82.1	15.4	69.5
2001	81.5	10.1	73.3
Females			
1986	67.0	10.3	59.9
1989	68.4	11.9	60.3
1991	72.8	10.6	65.1
1994	73.4	11.3	65.1
1996	73.0	9.6	66.0
1999	74.0	11.6	65.4
2001	71.0	7.0	66.1
Aboriginals			
1986	..	..	..
1989	58.7	28.8	41.8
1991	63.7	24.2	48.2
1994	61.9	32.1	42.1
1996	63.2	23.3	48.5
1999	65.3	26.7	47.9
Non-Aboriginals			
1986	..	..	..
1989	87.6	5.0	83.1
1991	89.1	4.3	85.3
1994	88.6	5.7	83.6
1996	87.9	5.3	83.2
1999	89.2	5.7	84.1

Sources & Technical Notes:

The data presented is from the new monthly labour force survey being completed by Statistics Canada with support by the NWT Bureau of Statistics. It is expected that annual averages (with comparable data for other jurisdictions) would be presented in future releases. Data from the monthly LFS reflects only NWT residents. Rotational and other non-resident employees are not included in employment totals.

Historical data presented is from labour force surveys completed by the Bureau of Statistics and from the national Census.

Measure 4.1
Species Listed as Endangered, Protected, Threatened

Description:

Specific measure is under development.

Background:

This measure is also intended to be an indicator of environmental protection.

Sources & Technical Notes:

Measure under development

Measure 4.2
Perception of Northwest Territories as a Place to Invest

Description:

Specific measure is under development.

Background:

This measure is intended to reflect the business communities attitudes towards the investment climate in the Northwest Territories.

Sources & Technical Notes:

Measure under development

Measure 4.3
Air & Water Quality Measures

Description:

Specific measure is under development.

Background:

This measure would include air and water quality data collected by RWED.

Results:

Sources & Technical Notes:

Measure 4.4
Compliance with Non-Renewable Resource Development Guidelines

Description:

Specific measure is under development.

Background:

This measure will be an annual count of infractions and is to be an indicator of environmental protection.

Sources & Technical Notes:

Measure under development

Measure 4.5
Capital Investment

Description:

Percentage increase in private and public capital investment.

Background:

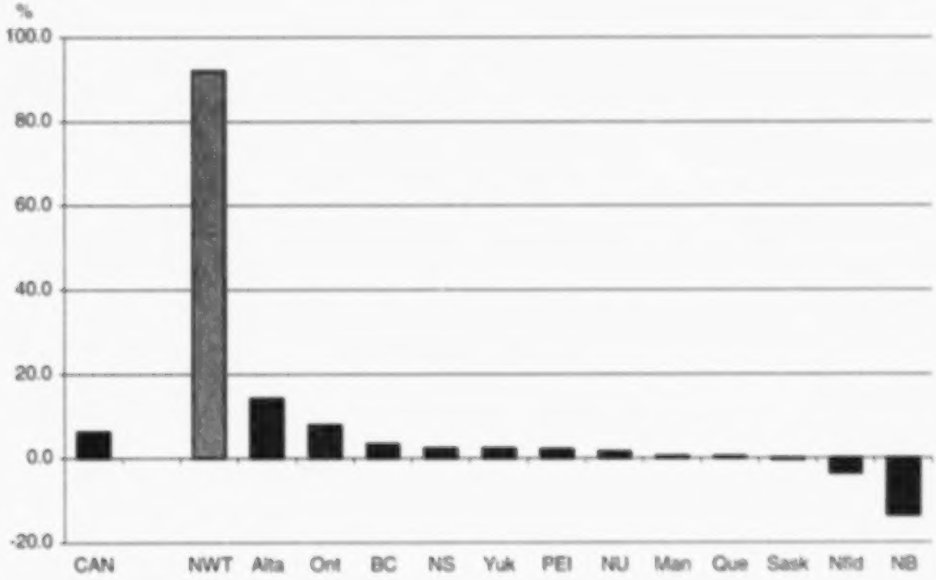
This measure is designed to reflect the development activity in the Northwest Territories to assess the balance between economic development and the environment.

Results:

Overall capital investments levels are extremely high in the Northwest Territories, primarily related to construction of the Diavik diamond mine and increased oil and gas activity, primarily in the Beaufort-Delta area.

Between 2000 and 2001, capital investment is expected to increase by over 91.9% in the Northwest Territories, which by far ranks 1st among provinces and territories. The overall investment level of $1,515.7 million expected in 2001 follows an increase of 43.3% that was seen in 2000 from 1999 levels.

Percent Change in Private & Public Capital Investment
Canada, Provinces and Territories, 2000 - 2001



Private & Public Capital Investment ($million)
Northwest Territories, 1999-2001

	Capital Investment	% Change
1999	551.3	--
2000	790.0	43.3
2001	1,515.7	91.9

Growth in Private Capital Investment
Canada, Provinces & Territories, 2000-2001

	Percentage Change
Canada	6.3
Northwest Territories	91.9
Alberta	14.2
Ontario	7.9
British Columbia	3.5
Nova Scotia	2.4
Yukon	2.3
Prince Edward Island	2.2
Nunavut	1.5
Manitoba	0.6
Quebec	0.4
Saskatchewan	-0.2
Newfoundland	-3.5
New Brunswick	-13.6

Sources & Technical Notes:

The data presented is from the Statistics Canada survey of public and private capital investment. Information for 2001 is based on a survey of revised intentions

Measure 4.6
Business Start-Ups

Description:

Specific measure under development.

Background:

This measure is to reflect another element of economic development.

Results:

Sources & Technical Notes:

Measure under development.